LIBRARIES AS GATEWAYS TO INFORMATION AND DEMOCRACY
IMPROVING NETWORKING, ADVOCACY AND LOBBYING STRATEGIES
Libraries as Gateways to Information and Democracy - Improving Networking, Advocacy and Lobbying Strategies

Papers and presentations delivered at six workshops, April – November 2008

Compiled by the Goethe-Institut South Africa
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Libraries as Gateways to Information and Democracy

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ACKNOWLEDGEMENTS

It is a pleasure to thank those whose support and dedication made this publication possible: our editor Clare Walker, publisher Alicia Thomas-Woolf, layout designer Carla Scholtz and my colleagues Ilse Böhringer and Fiona Dwinger for assisting in the many diverse tasks that went into compiling these conference proceedings.

The foundation for this book was laid by the colleagues of the Goethe-Institut and their partners in this venture (library associations, national library services, IFLA Africa Section) who designed and organised the workshops in Ghana, Kenya, Nigeria, Togo, Namibia and South Africa. Through their lively debates, organisers and participants have contributed to improved networking, advocacy and lobbying strategies of libraries in sub-Saharan Africa, thereby enabling libraries to better fulfill their role as gateways to information and democracy.

Ulla Wester (Goethe-Institut Johannesburg)
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Foreword

Ellen R. Tise
IFLA President 2009-2011

There is significant synergy between my IFLA Presidential theme and the principal issues discussed in this book. The IFLA Presidential theme of Libraries driving access to knowledge addresses, inter alia, the extensive role of public libraries in fostering the growth of democracy in African countries and as gateways to information and knowledge.

As indicated by the U.S. president, Franklin D. Roosevelt, libraries in the developed world are essential to the functioning of a democratic society - they are symbols of the freedom of the mind. I have indicated at a number of IFLA gatherings (and reference to this has been made by a number of other library association presidents, such as Schuman from the American Library Association), that the public library is the building block of a democracy, valued for comprehensive and current collections, and a multiplicity of viewpoints.

In Africa, however, the existence of a well stocked, fully functional public library within a reading community is a great rarity. A number of factors contribute to this unacceptable situation, and it is therefore vital for librarians and associated professionals to ensure that this is reversed by developing strategies to improve it.

Africa has an amazingly rich oral culture. Unfortunately this rich culture is on the decline, exacerbated by the fact that African libraries have found it difficult to draw nourishment from their own people and enrich their environment. The traditional public library has failed to reach its potential majority target audience effectively with oral information and knowledge that is relevant. The discussions reflected in this book acknowledge these major shortcomings of the library and information sector and seek remedies for the rectification of the status quo.
The collection, preservation and organisation of this rich oral culture are, however, only some of the many building blocks that need to be developed for Africa to become a knowledge partner in the global information world. There has to be greater effort to open access to information for all, as discussed particularly at the workshops in Togo and Kenya.

To cultivate a culture of reading, Africans must have access to reading material with which they can associate themselves, and this material should be in a language in which they are comfortable. It becomes the responsibility of the public library, the librarians and the professional associations to work together to ensure that every potential reader has access to reading material that is relevant and in a mother-tongue language.

These discussions on the nurturing of democracies can contribute to the elimination of illiteracy, and this has the concomitant effect of reducing poverty and employment. These positives, when kneaded together, will contribute to the growth and development of the continent.

In the chapters of this book a myriad of issues are discussed in order to unearth the positives; the solutions have to be found locally in Africa, to halt the downward spiral and create a new upward path.

As IFLA President, I applaud this introspection in search of remedies for building a sustainable future for libraries in Africa. Libraries, as gateways to information and democracy, without doubt drive access to knowledge, and Africans need to become international knowledge partners. It is therefore imperative that libraries, librarians and professional associations collaborate, lobby and ignite that momentum that will activate Africa as a contributor to the global knowledge world.
Editor’s Introduction

Clare M. Walker
University of the Witwatersrand Library,
Johannesburg South Africa.

To have been a participant in the final South African conference that concluded the 2008 series of Goethe-Institut workshops on “Libraries as gateways to democracy”, it has been an exciting challenge to edit the papers and presentations from this and five other African countries, namely, Ghana, Kenya, Namibia, Nigeria and Togo.

The contributors from each of these countries interpreted and developed the general theme in their own particular contexts; what has emerged is a vibrant reflection both of burning national concerns and of many core concerns common to all librarians and information service providers the world over. The Goethe-Institut and the IFLA Africa Section, in deciding that these papers should be consolidated and made available as a print publication with an accompanying CD and, in due course, on the web, have placed a key document on the all too sparsely populated map of African librarianship in the first decade of the 21st century.

The overriding policy in editing these papers has been to retain, as much as possible, the original “voices” of the contributors, almost all of whom presented and wrote in English. This is not the first language of most contributors and thus, in the words of a Languages Department poster at my university some years ago, they richly “speak in many Englishes”. As John Grimond points out in The Economist style guide, “If the prose of our Tokyo correspondent is indistinguishable from the prose of our Nairobi correspondent, readers will feel they are being robbed of variety ... so long as the prose is good, editors should exercise suitable self-restraint.”1 Some papers clearly reflect a “speaking” script for presentation; some are personal but more formal accounts of

political and social events and points of view as a context for access to information; and a few are formal referenced papers.

The originals were presented more than two years before this edited compilation. The texts of the presentations were not submitted for peer-review of content and style in advance of presentation, and have therefore not been treated rigorously as academic submissions to a scholarly journal or formal academic conference proceedings. In addition, no reference style was originally prescribed and papers contain references to sources in many different formats or none, both in the text and as end lists. In the interests of presenting a consistent style and appearance, however, text references and endnotes in all papers have, with one exception, been converted to footnotes in the text.

All writers submitted electronic texts and these reflect “spellcheck” suggestions and in some cases grammatical structures and punctuation. These are predominantly in US English but as UK English is the South African standard, spelling was editorially modified to align it with current accepted practice and spelling conventions. Some of the most challenging (and misunderstood) of these are words that end in “ise/ize” and compound words including hyphenated words. The 2001 New Oxford Dictionary of English\(^2\), together with the older Chambers English Dictionary\(^3\) were used as spelling and usage authorities, supplemented by The Economist style guide\(^4\) and Robert Allen’s Common errors and problems in English.\(^5\) When faced with a choice between two contrasting sources and a third individual style, I have in some places made decisions to prefer a particular style even when it is not necessarily supported by the sources referred to above. I apologise for any inconsistencies that may inadvertently remain.

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I have made as few alterations as possible, consistent with accepted English spelling, punctuation, grammar and stylistic practices. Making accessible the record of what contributors said has seemed to me more important than making detailed amendments to how they said it. I hope, therefore, that each presenter will find his/her voice reflected much as it was in its original form, with relatively minor editorial changes in the interests of accuracy, clarity and smooth reading.

The working language of all workshops and conferences was English, with the exception of the workshop in Togo, where presentations were made, and are published here, in French. A summary report in English on the workshop held in Togo is included in the papers from the Togo workshop. A report on this workshop was also presented in English at the final conference, held in South Africa.

Almost every conference or workshop incorporated slide show presentations as well as texts. These presentations are reproduced in their original format on the CD which accompanies the printed volume. For the printed volume itself, a decision was taken by the Goethe-Institut and the editor, on the advice of the publisher, to include all slide show presentations in this print volume, but to delete all graphic and pictorial material, convert text to a standard 12 point, and consolidate the textual content of each presentation to eliminate the “white space” on frames as much as possible. All original headings, list formats and wording have been retained but the number of slide frames for each presentation has been substantially reduced. In a few cases, where significant illustrative material has been removed from the text, there are editorial references to the full presentation on the CD.

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responsible of the individual authors and presenters. We apologise if, inadvertently, unattributed or copyright material has been included without permission.

The decision to use the attractive and unusual Myriad Pro font was that of the publisher.
GHANA LIBRARY ASSOCIATION
GOETHE-INSTITUT ACCRA

Strengthening the network among Ghanaian libraries and information professionals

School of Research and Graduate Studies,
University of Ghana, Legon,
15 - 16.04.2008
# Programme

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Ghana Workshop Report: Executive summary

Workshop Organizers:
- Mr Kingsley Nii-Addy, (Goethe-Institut Accra);
- Mrs Theodosia Adanu (Balme Library, University of Ghana, Legon);
- Mr John Amekuedee (Senior Assistant Librarian, Balme Library)

Guest Speakers:
- Mrs Valentina Bannerman, President Ghana Library Association, University Librarian UEW;
- Mrs Theodosia Adanu, Balme Library;
- Mrs Barbara Schleihagen, Director, German Library Association and member of IFLA Governing Board;
- Professor Mrs Kisiedu, Department of Information Studies;
- Mr Danso-Quayson, PR Manager, Ghana Institute of Management and Public Administration, (GIMPA);
- Mr John Amekuedee, Senior Assistant Librarian, Balme Library;
- Dr Pascal Brenya, CEO, Focus Central Ghana Ltd.;
- Ms Lucille Webster, Member, Library and Information Association of South Africa (LIASA) Executive Committee;
- Mr Oliver Safo, CEO, Digitafrica.

Working Language: English

Introduction
A two-day workshop on the theme “Strengthening the network among Ghanaian Libraries and Information Professionals” was held on 15th -16th April 2008 at the University of Ghana, Legon. It was a collaborative workshop between Ghana Library Association and the Goethe-Institut, Accra. Six papers were presented in all. Three papers were presented on the first day and three more on the second.

Three papers dealt with the organizational structure, management and functions of library associations with regard to networking. The experiences of associations from Germany, Ghana and South Africa were shared with the participants.
The main features were:
- structures in place to enable networking within the associations;
- methods adopted to enhance professional communication within associations;
- portals established to support effective networking and communication;
- strategies adopted to make libraries visible in their societies;
- achievements of, and challenges to, associations.

Three other papers discussed strategies that could be used by library associations and library professionals to get the attention and support of politicians, government officials and the public for libraries and information services.

The overall objectives of these papers were:
- to communicate the importance of lobbying and advocacy to librarians;
- to impart information on how to adopt marketing principles to promote the use of libraries and to improve quality of service;
- to share information on how to build knowledge-based portals using modern technologies to enhance networking.

This report provides a summary of the proceedings of the two days.

**Opening**

The workshop opened with a welcome address by Mrs Eleonore Sylla, the Country Director of the Goethe-Institut Accra. She said the workshop sought to emphasize the importance of information in society, build capacities, and provide opportunities for library and information professionals. She emphasized the importance of networking for accessing information by all equitably, and for strengthening collaboration among libraries and people. She said the objective of the workshop was to promote libraries, foster collaboration among information professionals and assist libraries in the use of ICTs in the provision of services and other activities.
Additional remarks were made by Mr. John Amekuedee, Senior Assistant Librarian, Balme Library, who noted that the Ghana Library Association (GLA) recognized the strength in networking and stressed that working as a team strengthens networking.

A solidarity message from the Ministry of Education, Science and Sports was delivered on behalf of the Minister by Mr. Apenteng of the Ghana Library Board (GLB). He stated that the government recognized the importance of information in the socio-cultural development of the country, and further took the opportunity to inform participants about what the Ministry had done so far in equipping the GLB and improving facilities in tertiary institutions to enhance teaching and learning. He said that the Ministry had acquired ten mobile vans and books worth 30,000 Ghana cedis for the GLB. He also mentioned lack of resources and professionalism as some of the challenges facing librarians.

Workshop participants
Participants included Council members of the GLA, regional/sectional representatives of the GLA and some lecturers and students from the Department of Information Studies, University of Ghana, Legon.

Presentations
The Chairman for the morning session of Day One was Mr. I. K. Antwi, Librarian of the University for Development Studies, Tamale. Mr. Antwi stressed the importance of networking among libraries which, he said, was all about cooperation and resource sharing; networking would enhance the sharing of experiences, and promote the cooperative use of resources. He thanked the Goethe-Institut for the workshop and hoped that it would enable librarians to update their skills for effective service. The GLA recognized the benefits of networking; networking would enable libraries and the association to enjoy all the exposure that comes with it. He assured participants that the Association would do its best to make networking functional among libraries and information professionals.
First paper
The first paper, “Networking and information professionals: practical overview”, was presented by Mrs Barbara Schleihagen, Director of the German Library Association and a member of the IFLA Governing Board. Her presentation focused on the practical activities of the German Library Association. She noted that the important keywords in librarianship now are innovation and networking. She also noted that libraries are experiencing a paradigm shift from being solely cultural institutions to being educational institutions, from being providers and mediators of media to becoming educational partners and learning places. She emphasised that, based on this paradigm shift, priority issues for librarians have also shifted to supporting lifelong learning, social inclusion, information literacy, access to digital services and promotion of reading.

For effective communication among the members of the German Library Association, the Association posts information through the triennial yearbook, the monthly newsletters and on the Association’s website; avenues for information dissemination among professionals include contributions to journals, e-mail, staff associations, national newsletters, and federal unions. She stated that a library portal has also been effective in networking and communicating within the association.

Libraries in Germany are made visible in society by:
• using concrete facts and figures to convince politicians, journalists and the general public to contribute to the development of education and literacy;
• instituting annual awards for journalists who contribute to promoting the library through their coverage;
• instituting a “Library of the Year” award for outstanding achievement;
• organizing exhibitions to show the contributions of libraries to meet educational challenges;
• drawing up and pursuing library lobbying strategies.

In conclusion, a number of steps to be used in lobbying and the results to be achieved were emphasised.
Discussion/Comments
The Chairman summed up the presentation and called upon the GLA to emulate the German example. Specifically, he said that the GLA should link up with publishers and the Ghana Journalists Association in order to propagate the ideals of the profession. He called on the Association to intensify its lobbying activities to realise its dreams. He urged librarians to embrace the concept of continuing professional development (CPD) in order to keep abreast of new developments in the profession. He then called for contributions, comments and questions from participants.

One participant wanted to know what criteria were used in selecting Library of the Year award winners in Germany. In response, the presenter said a publication is usually posted in the media inviting applications. An independent jury then examines the applications based on certain prerequisites, for example, how innovative the services were, and then picks the winner. She said the prison library, which won the award the previous year, is an international library that offers services in 40 different languages.

Another participant wanted to know, with regard to the political structure of the German Library Association, who draws up the agenda for meetings and what kind of help they offer. The response was that a politician, who is a friend of a library or the Association, convinces other politicians to become part of the political structure of the Association. She added that the Association benefits very much from the constructive advice that such politicians or chief executives or mayors give them.

Another question was whether there are permanent positions in the organizational structure of the Association which enable the lobbying strategies to run so smoothly. The speaker responded that both the positions of the President and Secretary were elected. However, a part time staff was employed to run the administrative office of the Association. She also added that participants could visit the IFLA website to read the guidelines spelled out by the international body.
A participant wanted to know if there was any code of ethics for members to regulate the operations and services of libraries in Germany. The response was that heads of various sections of library services are charged with submitting regular reports on their members, and a committee of experts also meets twice a year to discuss performance of members.

The final questions on this presentation were on how the awards for winning journalists were selected and whether library lobbyists are trained. The speaker answered that a request was normally sent to journalists to select those from among their own members who they think deserve the award; on the matter of lobbying, she said there was no formal training but that lobbyists were given information on a specific matter to take to local politicians; she agreed that there should be some sort of training for those who lobby.

Second paper
The second paper, “The importance of lobbying for information professionals”, was delivered by Mr J. A. K. Danso-Quayson, Public Relations Officer of the Ghana Institute of Management and Public Administration (GIMPA). He made a clear distinction between lobbying and advocacy: lobbying is an attempt to persuade a politician, the government or an official group that a particular thing should or should not take place, or that a law should be changed, whereas advocacy, he explained, encompasses a broad range of activities that involve identifying, embracing and promoting a cause in an effort to shape public perception to bring about change that may or may not require a change in the law. The distinction is that lobbying should result in enacting a law or a change in law, whilst advocacy does not result in this.

Two types of lobbying could be identified, which also give rise to four models of engagement – direct action, grassroots engagement, organizational engagement and network-centric engagement. With regard to lobbying, the speaker identified certain categories of legislators who should be the target if results are to be achieved. Such legislators are champions, allies, fence-sitters, “mellow” opponents and “hardcore” opponents.
Other features that make lobbying or lobbyists credible are building and maintaining a corporate image, especially for the leader and any high official of the corporate organization. How people perceive the organization is mirrored in the image and respect they have for the official; high level perceptions by people about an official give confidence to that leader or the official. The speaker concluded by saying that understanding the components of PR – image and the public – influences the way people think and feel about an organization.

Discussion/Comments
A participant wanted to know if there was any school that trained people to do lobbying. The presenter said that there was no particular school that taught lobbying as a single; at best, lobbying might be part of a course, such as Administration or Human Resource Management. In addition, there were tools that could be used or steps to follow, and he promised to send the steps for lobbying to Mrs Theodosia Adanu for distribution to participants.

The next question was that since lobbying necessarily ends up in legislation, what the next line of action should be if the legislation was not being implemented. In response, the presenter pointed out that the person who lobbied for a change to be enacted could push another body for the implementation of the law. He added that pushing for a law to be implemented was not lobbying but rather advocacy; people advocate for legislation to be enforced. Any submission that did not result in a change in legislation was advocacy and not lobbying.

On whether threats like “No electricity, no vote” could be part of lobbying, the presenter said that it was more of a condition than a threat, but agreed that conditions could lead to results. Again, asked whether demonstrations and strikes could be part of lobbying or advocacy, he responded that when these turned violent and could not be controlled, no positive result would be achieved. He reiterated that the objective of advocacy was to bring an issue to public attention.
On the issue of how to deal with “hardcore” opponents, the presenter said that they could be isolated by blackmailing them. The alternative was to collect and compare statistics in order to convince them. The last question to the presenter was whether lobbying was a useful tool for library and information professionals in Ghana: he responded in the affirmative.

Following the discussion, there was a practical session. Participants were asked by the presenter to think, from an internal point of view, of what services were provided within a specific library and how these services could be improved. The results of these were to constitute a blueprint for library service in Ghana.

Third paper
The third paper was titled “Marketing strategies for libraries”, by Dr Pascal Brenya, CEO Focus Central Ghana. The Chairperson for the session was Professor C. O. Kissiedu. Dr Brenya stressed that the core issue about marketing was customer service and the facts underlying this concept were attitude and motivation. He said success depended on 10% skill and 90% attitude and added that having the required skill without the right attitude could cause customers to move away to another library because poor customer service could make them feel undervalued.

He noted that libraries which have collections of books and other materials as their main product, would have to change their strategy from the old way of providing service in order to meet the challenges of competition from new technological developments such the World Wide Web and the Internet. In addition, libraries have to justify their budgets in the face of decreasing funding and the increasing demand for information as the marketplace for information increases.

In view of all these, he challenged libraries to market themselves because they are not the only information source and people must know that libraries still exist. He mentioned that with the World Wide Web and numerous Internet sites, more and more people stop using the library. It is therefore necessary for libraries to adopt strategies and tactics that will keep them functioning. The library should be positioned in the minds of the community
as a place to go for information and also a place where users can get help in understanding issues. This helps build good customer relations with the media, businesses, government agencies and organizations, and further contributes to positive relations and changes perception about the library. Marketing of services must be planned and market research should be undertaken.

The presenter concluded that librarians needed to think and act beyond the walls of the library; there should be a shift from doing things the same old way to acquiring new skills and, more importantly, there must be a drastic change in attitude.

Discussions/Comments
The Chairperson described the presentation as most unusual but very practical and put in simple terms. Each participant was given the opportunity to say what he or she would do to market his or her library. Expressions ranged from the dress code of librarians to providing dos and don’ts in libraries. The unanimous comment was that the presentation was fascinating and pleasant. The final word to all the participants was that customer service needs a lot of change in these changing times.

Fourth paper
The title of the fourth paper was “Ghana Library Association and networking: the challenges”, presented by Mrs Valentina Bannerman, University Librarian, University of Education, Winneba and President of the Ghana Library Association. In the chair to lead the discussion was Mr S. N. Tackie, Lecturer, Department of Information Studies. The presenter gave a brief historical background of the Association; the organizational structure and the functions of the various organs were discussed. She pointed out that the very objectives of the Association indicate the hallmarks of networking.

Discussion/Comments
Professor C.O. Kissiedu noted that the attitude of members of the GLA towards the Association was one of apathy. According to her, there was no keen interest in the Association from some members, and even the attitude of some members at the Executive level was no different. She said such attitudes killed interest and
enthusiasm in other members, and advised that members who have the interest of the Association at heart should be elected to positions.

Another participant commented that the Association had a representative on the Media Commission, and she wondered why that opportunity was not exploited to the advantage of the Association. She suggested that retirees should be co-opted into the Executive of the Association since they would have time to serve on Council. She also expressed disappointment at the fact that retirees do not receive information about the Association’s events and activities. In response, the presenter informed participants that a decision had been taken at the last AGM to have one retiree serve on the Council and that Mrs Petrina Amonoo had been elected to fill that position. On information circulation, the presenter said the GLA was now developing a website where all information about events and activities would be posted.

On the relationship between the media and the Association, a participant advised the Association not to be media-shy but rather form a strong bond of friendship between librarians and journalists because they are supposed to be cousins. She noted that the cause of the Association would be promoted by the media if the relationship was cordial. In response to the comment, the presenter said the Association had been in touch with the journalists and that about two years previously an award was given to a journalist by the GLA for publishing issues on libraries.

One of the participants recognized the need to conduct in-service training for in-coming Council members so that they were better able to fulfill their mandate. Another participant wanted to know if the Association had any formal link with the only training institution in the country and if the Association had been given any mandate to talk to student members. In response, the Chairman said attempts had been made, and were still being made, to get students to enrol in the Association. He suggested to the Council of the GLA that Information Students Association week could be used to create awareness among students about the GLA.
Another issue that was extensively discussed, was that of paraprofessional librarians. One of the participants noted that the issue was not only about the title but that their voice was not being heard. The speaker noted that it was mainly because of the above sentiment that they were now being represented on the Council. The Chairman described the issue as a psychological problem to which another added a shared similar sentiment. It was stressed that in every association, there are categories of membership and that the GLA was no exception. After a long discussion of the issue, it was recommended that the issue of a splinter group of the Association be taken up by the Council for redress. The representatives of the German Library Association and the Library and Information Association of South Africa (LIASA) shared their experiences with members on how they make use of retirees in the activities and events of their associations.

Fifth paper
The fifth paper, “Structures for effective networking: the South African perspective”, was presented by Ms Lucille Webster. She noted the structures of networking as: forming partnerships; improving communication; advocacy; and adopting marketing strategies. LIASA has exploited all these to improve the status and image of the Association and its members. The Association was in touch with its members through the Association’s magazine, through online lists, and through the LIASA website. The Association also publishes two issues a year of the South Africa Journal of Library & Information Science.

The presenter stated that, after ten years of existence, the Association had achieved many things, including securing funding for its members to attend conferences and workshops. A library week was established and celebrated annually; the Minister of Culture launches the celebration each year thus giving the Association and the celebration a high profile. The presenter said that the Association had embarked upon recruitment strategies to increase membership as well as retaining members. She recapitulated how LIASA had forged links with both national and international organizations and has received funding from some, like Carnegie Corporation of New York.
Discussion/Comments
The chairman opened the discussion by commending the comprehensive submission made. She commented that LIASA, young as it may be, had formed many linkages and networks. Another commendation was that the presentation had been inspiring and that the GLA needs to learn from LIASA. The impressive achievements of LIASA may be partly due to the love and support South Africa, has generally, received from many international organizations and governments after the fall of apartheid to build their university systems and libraries.

One participant wanted to know how the Association received so much dedication from its members. The presenter responded that they made use of professionals with solid and impeccable credentials who could go to institutions and impress upon them to do what is right. In addition, the leadership believed that whatever successes one person chalked up, all shared the glory. They therefore encouraged and supported staff who served on the Association. Another ingredient was hard work and dedication.

Another question had to do with how the different sub-sections of the association met from different provinces. The answer was that the process of forming interest groups was dynamic and anyone could put forward the idea, especially at annual general meetings, to whip up people’s interest. LIASA allows a member to belong to two interest groups at a time.

Sixth paper
The sixth paper was titled “Building a knowledge-based portal for networking”, by Mr Oliver Safo. The main thrust of his paper was how to develop portals that could support, facilitate and enhance effective networking among libraries and information professionals.

Discussion/Comments
One participant wanted to know about some of the tools for the creation of an interactive portal. In response, the presenter mentioned some: digital cameras, voice mails, mobile phones that transfer data via Bluetooth and pen drives. He added that
the privacy of the Association could be preserved by having a members only section. He also added that the credibility of knowledge-based portals had to be ensured, so that there was a need for moderators.

Another participant asked to know how to ensure that moderators could be trusted. He answered that members chose their own moderators. When asked how much the creation of a portal would cost, the presenter said it depended upon how much work was involved.

Conclusion
The topic of networking was debated at length during the workshop and the plenary sessions. Several concrete proposals for action were suggested in the evaluation at the end of the workshop. The workshop enabled the GLA to make contact with both the German Library Association and LIASA, the South African Association, and to help better understand the work of library associations. Workshop evaluation questionnaires, completed by all those who attended, revealed that everyone was delighted to have been able to set up a new network, enabling them to plan medium and long-term projects on effective networking with in their profession. A Knowledge-Based Network platform (website) was proposed as a result of this workshop and, based on their experience, members of the GLA can, in future, develop and maintain effective networking among themselves.

Recommendations
The following recommendations were made by participants:
- The resource persons should develop their papers into publishable journal articles for publication in the Ghana Library Journal;
- The breakaway group of paraprofessionals should be brought back into the Ghana Library Association;
- Since the Ghana Library Journal is highly rated, and indexed by Library Information Science and Technology Abstracts (LISTA), the publication should remain regular;
- Workshops on research and publishing should be organized periodically for young graduates;
The GLA should make a list of issues that would be advocated and/or lobbied for;

The Ghana Library Association should pursue networking relationships with both the German and South African Library Associations;

The Ghana Library Association should involve the media in the promotion of libraries and related matters;

A Library Week should be instituted to celebrate libraries;

A Burning Issues Committee should be set up to tackle urgent and serious issues which the media could take up, presenting library messages in an acceptable way;

The GLA should reach out to all and sundry within the profession;

Librarians and Information Professionals could enter politics to push libraries forward;

Those professionals who have journalists as friends should cultivate them for the promotion of libraries;

The Ghana Library Association could have a common cloth or car stickers, among other possibilities, to promote the profession and the Association;

The Ghana Library Association urgently needs a Knowledge-based Internet Platform to enhance networking among the members of the Association;

Finally, there should be sustained and continuous dialogue between the Ghana Library Association and the Ministry of Education, Science and Sports.
Networking and the information professional.
Practical overview

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Strengthening the Network among Ghanaian Libraries and Information Professionals

University of Ghana, Legon, Ghana, 15.04.2008

Contents:
- German Library Association and its structure;
- Our communication and networking system;
- Some facts and figures about libraries in Germany;
- How to make libraries (and the library association) more visible.

Lobbying for libraries
- Networking and Innovation;
- Innovation and networking;
- Keywords to cope with new challenges and developments;
- Change of paradigm in libraries;
- What can library associations offer to support librarians?
The German Library Association

- Founded in 1949 in Western Germany by public libraries;
- Founded 1964 in Eastern Germany (GDR);
- 1973 academic libraries joined the Western German Library Association;
- 1991 unification of library associations;
- 1850 members (all types of libraries);
- 30 corporate members.

Goals:
- To further librarianship and the cooperation and networking of all libraries;
- To bring forward the positive role that libraries play in culture and education;
- To strengthen this role in society at large.

The German Library Association

Structure to enable networking
- Presidential Council (3);
- Executive Board (6 plus 1);
- Advisory Council (40);
- 9 subject divisions;
- 16 regional branch associations;
- Head office (8).

Professional communication
- Triennial yearbook;
- Monthly newsletter (national and international);
- Contributions to Library journals;
- Annual conference;
- Website;
- Information system by Email via Website.
[The following pictorial slides can be viewed in Mrs Schleihagen’s original PowerPoint presentation on the accompanying CD – Ed.]:

- Slide – portal website http://www.bibliotheksportal.de/hauptmenue/themen
- Slide – German Library Association website http://www.bibliotheksverband.de/home.shtml
- Slide – Journalist Award: Dr. Stefan Krempl, Preisträger 2007
- Slide – Award: Library of the Year: University Library in Cottbus; Prison Library in Münster
- Slide – National Library Campaign
- Slide – Exhibition “didacta” 2008 in Stuttgart: DBV booth

Library 2007: success factors

- a clear consensus among all stakeholders of the role and the mandate of libraries to ensure that we aim at a common goal;
- firm anchoring of libraries in the educational system;
- a legal basis and a political framework such as library legislation and a national library strategy that acknowledges the central role of the library in the information society. In addition to that, the commitment to the library system by the national government;
- cooperation and networking paired with clear performance demands and stimulus mechanisms through quality standards;
- Existence of a central coordinating institution that provides empowerment to innovation.

[Slide – photograph: Cultural Breakfast with German President: A group of librarians meets the German Federal President Horst Köhler (2008)]
What can members expect to improve even further:
- our political lobby work;
- our public relations work;
- the development of new services and new concepts for the library profession;
- and for professional continuous education.

Our slogan:
Libraries are strong,
Together stronger.
The German Library Association brings them together.
The German Library Association represents them.

Lobbying in eight steps:
- define a specific working area on which the lobby work should concentrate in order to focus attention and to increase the impact;
- watch new developments closely and regularly collect information on what is happening;
- identify the key people in our area, know exactly the political framework for the decision making process and keep in regular contact;
- get experts within the own association involved in the lobby work;
- form alliances with other organizations to gain more weight in the lobby process;
- Draft position papers or strategy papers with the audience in mind and take account of the recipient’s interests;
- As soon as the association has established itself as a vital link between political decision makers and the library profession, you may be invited to speak on behalf of libraries;
- use fact and figures from recent research to substantiate a certain position.

Schleihagen 2008
Networking and information professionals: practical overview

Barbara Schleihagen
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Ladies and Gentleman, dear colleagues,
First, I would like to thank Kingsley Nii-Addy of the Goethe-Institut very much for inviting me to come here to Accra and to talk to you, from my background as an association person, about networking and information professionals, and to share with you my experiences in the international library association IFLA, the European library association EBLIDA, the German Library Association dbv and the Federal Union of German library and information associations, BID.

I would like to start by introducing briefly the German library association and its structure, then I will tell you something about our communication and networking system. I will give you some facts and figures on libraries in Germany to put the association in perspective, and will introduce some of our activities to make libraries more visible, finishing with a brief outline of our lobbying efforts. I will illustrate my presentation with some concrete examples.

Innovation and networking for the library profession
For me, the keywords in librarianship are: innovation and networking. To develop and to exchange innovative ideas is necessary for all library professionals these days, not only in Germany. To cope with the challenges of the knowledge society, libraries have to be innovative. This includes opening up to new developments in all kind of areas, be it information technology, media, culture, education, or management methods. It also includes the ability to creatively combine well-known elements with new developments and offer new services to the library patron.
In Germany, we are witnessing a general change of paradigm in libraries: the shift from isolated working to networking, the shift from being solely a cultural institution to becoming an educational institution; the shift from being a provider and mediator of media to becoming an educational partner and learning place. We are finding a new focus on specific customer-tailored services and the adaptation of services to new demographic trends. Priority issues for librarians are support for lifelong learning, social inclusion, information literacy, access to digital services and reading promotion.

What can a library association offer its members to support librarians in their daily task to provide excellent customer services? Let me now briefly introduce the German Library Association to you.

The German Library Association (dbv)
The German Library Association was founded almost 60 years ago, in former West Germany in 1949, first bringing together only public libraries, and then in 1973 academic libraries also. The library association in the German Democratic Republic (GDR) was founded in 1964. After unification of the two German states in October 1990, the two library associations merged in spring 1991.

Today, the Association brings together about 1850 German libraries of all types and sizes. Equal membership is given to large state libraries and academic libraries as well as small public libraries, special or church libraries, state service centres for public libraries and librarian training institutions. Since 1997, a growing number of members from the fields of science and economics have supported the mission of the association as Corporate members. We have now about 30 of them.

The goal of our non-profit Association is to further librarianship and the cooperation and networking of all libraries. The Association strives to highlight the positive role that libraries play in culture and education and to strengthen this role in society at large. On behalf of our members, our Association also cooperates with national and international committees and organizations.
Structure to enable networking within the Association
The leadership of the German Library Association at the political level comprises the Presidential Council (composed of three persons, a city mayor and two representatives of political administrative bodies in the field of higher education) and, at the operational level, the Executive Board with a chairperson and six Board members. The Board works with an Advisory Council comprising about 40 members from libraries within the Association and some political representation. The interests of Association members are represented in this Advisory Board by nine subject divisions (according to library type and size) and 16 regional branch associations in each of the Federal states in Germany. The Executive Board comes together about three times a year and the Advisory Board two or three times; Council meets normally once a year at the annual national conference.

The head office is located in Berlin and was run for a very long time by two full-time members of staff. Four years ago, in 2004, our Association was successful in winning a bid for a project and since then has received substantial financial support from the Federal states in Germany to run this project. In this way, it was possible for the office to be increased by six more members of staff, four of them working part-time, so that there are now eight staff members at the Association’s head office. The different jobs are, roughly: membership and finance officer, administrative assistant, international cooperation officer, project coordinator, project assistant for a benchmarking project BIX (library index), library portal coordinator and myself, the Executive Director.

With this structure, we ensure close cooperation with the political sphere, with commercial companies in the library field, with organizations in the education and cultural field and among the library profession as such.

Ways to enhance professional communication within the Association
The Association posts information through a triennial yearbook; two monthly newsletters sent by email, one with national focus, and one with international focus; individual contributions in various library science journals; and at the annual convention
organized in cooperation with the two staff associations in Germany and the Federal Union of German Library and Information Associations BID. The most up-to-date information is always available on our Association website. In addition, we send out regular information via our internal information system, which reaches almost all members by email.

The national monthly newsletter started seven years ago, the international one four years ago. These include information that reaches the head office via its members and partners, and active searching for news-worthy information on various websites.

The German Library Portal as support for effective networking and communication

The value of networking among librarians is best demonstrated by one of our projects, the German library portal (www.bibliotheksportal.de), which is a new cooperative service provided by the Association, with contributions from various experts in the library and information field. The project was initiated three years ago by the German Library Association with funding from the Federal States ministries and the German Research Foundation, and is currently being transformed into a partially self-sustaining cooperative service. Its value lies in the concentration of a wealth of information resources, as a one-stop-shop for the general public, for organisations that support libraries, and for policy makers. The portal offers information about libraries, their tasks in society, their actual performance, their cooperative offers and their future plans.

For information professionals, the portal also consolidates library knowledge and experiences, and stimulates new development in libraries with innovative projects. In this way the library portal facilitates knowledge transfer among information professionals in all kinds of libraries in Germany, and is at present our best offering to the membership at large.
Ways to make libraries (and the library association) more visible in society

Library statistics

One of the tasks of a library association is to convince politicians, journalists and the general public that libraries contribute substantially to the burning issues of education and literacy in the digital age. But how can we draw the attention to the various contributions that a library can make?

Although our Association is not responsible for compiling the annual library statistics, the data from these statistics are most useful in supporting all our efforts to make libraries more visible. On the home page of our website you will find statements based on annual statistics, such as:

- Germany’s libraries are the cultural and educational institutions with the highest number of visitors in Germany;
- There are 11,500 libraries in Germany;
- Each year, 255,685 events are organised in these libraries;
- Each year, more than 200 million readers visit libraries in Germany;
- Each day, 670,000 visitors come to libraries;
- Each year, 11 million registered readers borrow 432 million media from libraries;
- Libraries have a stock of 345 million media.

Quoting these figures never fails to impress the media, the politician, and the general public. Such figures are indispensable to promotion of libraries in any country.

To put these figures into context, here are some facts and figures on Germany. With 82.3 million inhabitants (of which 42.0 million are women), Germany has the largest population of any EU member state. Around 7.3 million foreigners live in Germany (8.8 percent of the total population) and of them 1.7 million are Turks. With 231 inhabitants per square kilometre Germany is one of the most densely populated countries in Europe, and 88% of the
population live in cities and conurbations: there are 82 cities in Germany with a population of over 100,000.¹

**Award for journalists**
The Association’s award for journalists was introduced in 1987 to further draw the attention of the media to the achievements of libraries. The prize includes a sum of 2,500 € and is awarded to journalists who have furthered the field of librarianship, either through outstanding individual contributions or through continued, appropriate coverage. Nominations are invited each year by individual librarians and by applications from journalists themselves. The award celebration is combined with a meeting of the Association’s Advisory Council.

**Award for Library of the Year**
The “Library of the Year” award - the only national library award in Germany - honours the exemplary and outstanding achievement of one particular library. It was introduced almost ten years ago in cooperation with the Zeit Foundation Ebelin and Gerd Bucerius, and the value of the award is €30,000. The jury is composed of members of different political institutions and librarians, and each year, the award ceremony attracts huge media interest.

**National library campaign: “Germany reads. Meeting Point Library”**
At present, we are in the middle of preparations for a national campaign to make libraries even more visible all over Germany. With the theme “Germany reads. Meeting Point Library”, we are preparing our first ever national library week in late October, around the national “Library Day” on 24 October 2008 (which was actually declared 13 years ago by a former federal President and is another good way of making libraries visible).

About 5000 libraries in Germany will, we hope, participate with local events that will be made visible through the centrally

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¹ http://www.tatsachen-ueber-deutschland.de/en/inhaltsseiten-home/zahlen-fakten.html
developed corporate design of posters, leaflets, bookmarks and other marketing tools by the Association. Our Association will also provide a common website where all libraries will list their events and we will organise national press conferences and provide library stories, facts and figures for the media to report on. We have requested funding from the national Ministry of Science and Education. The Campaign is run under the patronage of our President of the Federal Republic.

Libraries exhibit their contributions to educational challenges
I would now like to introduce yet another way of making libraries visible by the library association. Following bad results in international benchmarking studies in school education, libraries in Germany have developed many activities in the promotion of reading and furthering of information competence. Last year, two of our Association’s Expert Groups, the Expert Group for children and youth libraries and the Expert Group on library and school, participated with a booth and several presentations at a well-known national fair and exhibition on educational questions, Didacta. This year the presentation was enlarged and some regional libraries also took part in the organisation and even contributed financially: the model of sharing the organisational and financial burden of libraries present at the fair proved to be successful. During the fair, a one day conference for local policy makers also took place and libraries demonstrated to policy makers and teachers alike that they are active providers of educational services. This model of cooperation within the Association is an important indication of how to organise events with limited resources.

Library lobby strategy: from Library 2007 to Library 2012
One important task of an association is to represent the interests of its members to politicians and to lobby accordingly. However, lobbying is not an easy task and has to be well prepared. Some years ago, lobbying for libraries leapfrogged to a higher level in Germany. This process was prepared in a project called “Library 2007”, and was developed in 2002-2005 in cooperation by the Bertelsmann Foundation and the Federal Union of German Library and Information Associations (BID). The overall aim of
“Library 2007” was to develop a national strategy for the future of libraries in Germany. In practical terms, it was a project to provide a specific direction to lobbying for very specific goals. This was a real roadmap for all library association representatives.

The project components consisted of an expert group; some qualitative interviews with journalists and the general public; a so-called SWOT analysis of the actual state of German libraries; and an international best practice study which was carried out in five countries: Denmark, Great Britain, Singapore, Finland and the United States of America. On the basis of the results, success factors for excellent library work in other countries were examined and a strategy for Germany was developed.

What are the success factors for excellent library systems in these other countries?

1. A clear consensus among all stakeholders of the role and the mandate of libraries, to ensure that we aim at a common goal;
2. Firm anchoring of libraries in the educational system;
3. A legal basis and a political framework such as library legislation and a national library strategy that acknowledges the central role of the library in the information society. In addition to that, commitment to the library system by the national government;
4. Cooperation and networking paired with clear performance requirements and stimulus mechanisms through quality standards; and
5. Existence of a central coordinating institution that provides empowerment to innovation.

In Germany, however, we do not (yet) have library legislation; there is no comprehensive library development; no overall innovation strategy; libraries are not mentioned in the current educational debate; there is no central coordinating institution apart from the Association; and, above all, we see an overall reduction of financial support for libraries. Maybe this sounds familiar to you.
Against this background, “Library 2007” was a strategy for the better positioning of libraries in the educational field. We also aimed at a national strategic plan and at national library legislation. But “Library 2007” was also a process. It was to stimulate a broad debate about the potential of libraries and also their needs for improvement. We needed the coordinated collection of best practices (national and international) and the dissemination of these results all over the country. And above all, we had to tell politicians that libraries contribute substantially to the solving of problems in modern society.

One of the central requirements of “Library 2007” was therefore the establishment of a national library development agency -- in German, BibliotheksEntwicklungsAgentur (BEA). BEA should disseminate best ideas through provision of advice and support programmes; BEA should set important standards through defining quality standards and through benchmarking; BEA should continuously lobby politicians so that libraries become part of the educational policy. BEA was meant as a networking institution in order that library associations, local, regional and national ministries and individual libraries should all cooperate.

We do not know when we will have our BEA, as this is a lengthy political decision-making process. After the first phase of the project, however, which was the development of the strategy, we are now seeing the first results of the second phase: communication for political success and for the commitment of all librarians. Progress towards political success was achieved by intensive and coordinated lobbying at all political levels. Discussions all over the country among librarians and with local politicians were stimulated by mailing the strategy paper with a sample letter to all members of the Library Association, by press work, writing articles, giving presentations, discussions at library conferences, and a dedicated website. And we find that politicians are listening; here are some of the first concrete results.

One most important result was the uptake of the topic “libraries” by a special Commission of the German Federal Parliament called “Culture in Germany.” There was a parliamentary hearing on libraries with librarians and there were many discussions with
politicians. In December last year, we saw the publication of the final report of this Commission, with important recommendations to politicians for libraries: to develop library legislation and to make the establishment and adequate financing of public libraries a compulsory service in municipalities of a certain size.

Only two months ago, we organised an evening for discussion of strategy with some members of the German Federal Parliament and the chairs of our 16 regional Library Association branches, to discuss concrete steps for putting these recommendations into practice at the regional level. Library legislation is now being debated in political institutions in several German federal states, most notably in two, where we see already that official legislation texts are being filed by the ruling parties.

Another important event was a so-called “cultural breakfast” at the invitation of the Federal President of Germany in spring last year. All twelve invited colleagues were extremely pleased with the open atmosphere, and they were able to tell the president many things about the excellent library services and what was available, and also about the problems. He in turn took the opportunity of a public speech to draw attention to libraries, what was available and what their needs were.

While we are still celebrating these concrete results of phase two of “Library 2007” – lobbying the politicians -- work on phase three has already started: the further developments of performance measurements through quality standards. Next month, we expect to start a wide debate within the Association on a draft document called “Library 2012”. Only after this internal discussion process will a final version be developed and put before the politicians. This wide debate is actually a very important stage in the whole lobbying process: let your colleagues participate in the debate in order to reach broad consensus and speak with one voice.

How to lobby for libraries in eight steps
As I was asked to present real, practical information, I would now like to summarize my ten years of experiences with lobbying for libraries, and share with you the eight steps that I identified some
years ago while working for the European Bureau of Library, Information and Documentation Associations (EBLIDA), and which I still find valid on the national level:

1. The first step is to define a specific working area on which the lobby work should concentrate in order to focus attention and increase the impact. This is what the documents “Library 2007” and “Library 2012” were and are for: to provide the basis for discussion with politicians and to define very specific goals.

2. The next step is to watch new developments closely and regularly to collect information on what is happening in our field of interest. We have registered ourselves on all kinds of lists and now receive invitations for hearings at Parliament or workshops organised by political parties.

3. It is even more important to identify the key people in our area, to know exactly the political framework for the decision-making process and to keep in regular contact. We have built up a database of key people in German political institutions, which is regularly updated. We send our monthly newsletter to many of them to keep them informed on library developments or, in most cases, just to remind them of our existence. Furthermore, we are in regular contact over the telephone to check on the latest developments in their working fields. The database, carefully compiled in a quieter working period, enables us to send out position papers and letters at very short notice and without major administrative work.

4. Another important point is to get experts within their own associations involved in the work of lobbying. Every association has a pool of potential experts in different fields, and they are indispensable when it comes to the drafting of position papers in special areas. Assembling experts under the umbrella of one association strengthens the position of that association and enhances its credibility. It is easiest to establish working groups. People want to get something in return for their involvement that keeps them convinced and interested. In the case of the German Library Association, members are regularly informed on developments and funding possibilities via our publications and our website. The
organisation of a strategy seminar like the one in connection with the final report of the special commission of the German Parliament allows interested people to get directly involved and to exercise influence over the policy development of the Association. In the end, an association is only as good as its active members.

5. Sometimes it is helpful and necessary to form alliances with other organisations to gain more weight in the lobbying process. For example, in the difficult copyright discussions, library associations were seeking alliances with consumer associations, or organisations in the education and science sector.

6. Position papers or strategy papers have to be drafted with the target audience in mind and must take into account the intended recipients’ interests. At national, regional or local government level, it is quite useful to know the priority areas of political aims and to put libraries into this context. It is helpful to point out the role that libraries can play in supporting a democratic society with equal access to information, or to describe how libraries can support the life-long learning effort of citizens, or how they can support the inclusion of people originating form other countries.

7. As soon as an association has established itself as a vital link between political decision makers and the library profession, there is an increasing chance of being invited to speak on behalf of libraries at conferences, public hearings or open forums. In the case of the German Library Association, we observe this snowball effect where one invitation leads to further invitations to other important events.

8. It is extremely helpful to be able to use fact and figures from recent research to substantiate a particular position. In fact, it is necessary to have at hand not only basic library statistics but also more data available on the economic and social impact of libraries.

Conclusion, or, What can members expect from their association?
To conclude: I would like to stress the importance of networking within the Association and with new partners, and of sharing innovative ideas. With the “Library 2007” and “Library 2012”
strategies we in Germany are aiming to set up a library development agency that will support the sharing and implementation of best practices all over the country. However, we do not yet have such a library development agency and therefore the requirements for the Association’s diverse services are very high.

Our Association tries to speak up for libraries whenever possible. With all the initiatives and events outlined above, we were able to attract the attention of politicians, journalists and the general public. We were even able to attract more new members to the Association in recent years. Members have experienced in a very concrete way what an association could offer to them.

However, we will not lean back and rest on our success. Only last week, a petition was filed by one of our regional Association branches to examine very closely how our Association could further raise its financial and personal capacity to improve still further our political lobbying work, our public relations work, the development of new services and new concepts for the library profession, and for professional continuous education.

To continuously improve our services to our members is just as important as to lobby for libraries and their services. Our Association’s slogan goes like this: “Libraries are strong. Together they are stronger. The German Library Association brings them together. The German Library Association represents them.”

Thank you very much!
Importance of lobbying for information professionals

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The Importance of Lobbying for Information Professionals

To lobby: To try to persuade a politician, the government or an official group that a particular thing should or should not, or that a law should be changed.” (e.g. a small business can lobby hard against changes in tax laws; residents can lobby to have a factory shut down) Cambridge Advanced Learners’ Dictionary (2003)

Lobby: Group of people who try to persuade the government or an official group to do something: the anti-abortion lobby

Lobbyist: Someone who tries to persuade a politician or official group to do something

To advocate: To publicly support or suggest a development or way of doing something
(e.g. “I am a strong advocate of commercialization of Research and Development”)

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Advocacy: encompasses a broad range of activities that involve identifying, embracing and promoting a course. It is an effort to shape public perception to effect change that may or may not require changes in the law.

Proxy: Authority given to a person to act for someone else, such as by voting for them in an election; the person to whom this authority is given: a proxy vote.

**Advocacy and lobbying**

Lobbying is virtually any advocacy activity aimed at influencing a legislator’s vote or specific legislation. The term lobbying carries negative connotations for many people. It is often associated with scandals involving paid lobbyists representing corporate interests.

**Types of lobbying**

**Direct lobbying:** occurs when a non-profit organization attempts to influence specific legislation stating a position to a legislator or other government employee who participates in the formulation of the legislation.

**Grassroots lobbying:** occurs when a nonprofit organization urges the general public to take action on specific legislation.

**Five main categories of legislators to target:**
- Champions;
- allies;
- fence-sitters;
- mellow opponents;
- hard-core opponents.
Models of Engagement

- Direct Action;
- Grassroots Engagement;
- Organizational Engagement;
- Network-centric Engagement.

Direct Action: Participants individually engage with the government. Lone actors seek to exert influence based on their own capacity to do so.

Grassroots Engagement: Individuals work together with others to develop a strategy, collect necessary resources and implement action in an informal alliance. Such Grassroots advocacy is characterised by a lack of an official top-down organizational structure to govern, manage resources and direct engagement.

Organizational Advocacy: This is characterised by the use of a particular organisation that serves as a vehicle for engagement between the individual and government or other policy-making entity. Organisations recruit and manage volunteers, leaders and supporters. They develop governance structures to direct efforts and manage resources including staff time, reputation, political “clout” and funds.

Network-centric Engagement-1: This is a hybrid of the individual determination and participation typical of direct and grassroots models with the efficiencies and strengths of the organizational model. This approach relies on dense communication ties to provide the synchronizing effects, prioritization and deployment roles of the organization.

Network-centric Engagement-2: The potential of this advocacy increases with each advancement in technology: Web meetings; teleconferencing; voicemail; cellphones; voice-over IP. Building & Maintaining Corporate Image

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For the leader/ high-level official
- How people perceive the organisation is mirrored in the image/degree of respect they have for the official;
- The perception of people and their experiences with the organisation influence their level of confidence and respect for the leader.

Understanding The Components Of PR
There are two major components to which we need to direct actions in order to effectively influence the way people think and feel about an organisation:

Image
Image is the set of beliefs, ideas and impressions that a person holds of an object. The image a person holds of an object not only influences their thinking, but tends to produce a positive or negative effect in the person. This may often unconsciously dictate their attitude and pronouncement about the organisation.

Public
A “public” is any group that has an actual or potential interest or impact on an organisation’s ability to achieve its objectives. The public of an organisation includes: stakeholders; competitors; Media Houses and the Press; Government (depending on the nature of business); staff; customers / clients.
Marketing strategies for libraries

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Facts

Stress has been linked to most health problems, including heart attacks and strokes. In fact, WebMD estimates that 75% to 95% of all doctors’ visits are stress related.

Attitude and motivation – success is 10% skill and 90% attitude! Get into the right frame of mind to succeed and fire up your motivation.

Emotional Intelligence – the latest buzz in human resource management, people who have a high emotional intelligence (EQ) are more likely to succeed than others. But the good news is that it is a skill that can be learnt. In fact, almost 70% of customers move on to another company because of poor customer service which makes them feel undervalued.

Libraries are more than just collections of books and other materials.

Libraries are dynamic forces in their communities with the power to improve lives.
Modern marketing demands that librarians look beyond their traditional roles (“outside the book”) to find new ways to connect with people and further their success.

With all of these changes and new services, it is obvious that the librarians of the 21st century are faced with challenges.

New skills are required and even changes in the organization may be necessary.

The librarians of today are the media guides of tomorrow. They will help people navigate through the abundance of information and tell them about the new technology that is coming on the market and how to use it. It is obvious that the job of the librarian is one that involves lifelong learning.

Marketing Library Services

In today’s economic climate, with costs rising and profits dwindling, it has become especially challenging for many organizations to turn a profit. Competition in the marketplace is increasing the demand for information, while the budgets for information centres are decreasing. The library and information sectors have to escalate their fight for every budget cedis, and some struggle to justify their very existence. That’s what makes Marketing Library Services so valuable.

The Overview

Key elements include: Goals and Objectives, Positioning Statement, Target Audiences (internal and external), Key message(s), Strategies, and Evaluation Techniques.

Why market?

You’re not the only information source in town anymore. You may not even be the only library in town because the Web offers access to many libraries!

The availability of resources on the Web can change the way many users access information.
Public libraries often have better-than-Web resources and personalized assistance, but does your community know?

Are you reaching everyone who could use your services and offering the right services?
The desire & wants of your service users!

What’s the best way to find out? What resources and services do users in your community actually want and have you asked lately? Marketing helps answer the questions!

Why libraries?
Some people need to know you’re there. Others haven’t visited for a while and need to know you’re STILL there. Libraries can benefit by letting the community know just what part of everything the library provides. A few others just want to know everything!

Libraries can benefit by letting the community know just what part of everything the library provides.
Ultimately you want to match library strengths with users’ needs.

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Marketing positions your library in the minds of the community as a “go-to” source for information and helps users understand what you have to offer them.

Marketing builds good customer relations, and contributes to a positive relationship with media, businesses, local government agencies, and organizations.

Often marketing is about changing perceptions -- ours and theirs!

Everyone benefits when we find out what users really want, and when we let our community know everything that a library can do, in the library or on the Web.

Use the analysis and research to establish goals, select strategies for promotion, develop the marketing plan of action, implement, and evaluate how well you meet your goals.

Use results of evaluation to make changes or to develop a new marketing plan that responds to changes in the library, in the community, and in the world of information.

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Follow the Steps

- Begin the marketing process by examining your library’s mission or purpose;
- Assess library capabilities with a marketing audit, an internal assessment;
- Find out what products (services) your users want, and how they perceive the library, through market research;
- Develop goals and objectives based on your mission and the results of your internal audit and external research into what customers want;
- To meet goals, select strategies to promote your products that will work best, be affordable, and reach your customers;
- Create a plan of action that describes all the steps needed to carry out the strategies for meeting goals;
- Evaluate how well you have done.

Marketing requires careful planning and begins with understanding the mission of the library.

Marketing can help you succeed in your mission, establish a positive image for the library in the community, and determine the best way to provide service to users.

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Describe how marketing of this service or to this group will contribute to the library’s mission. For example, if part of your mission is to serve the community, you could say that marketing will let the community know how you can serve them.

Select ONE service or one user group for the purpose of this sample plan, e.g. reference, children’s programming, an annual event, or pre-schoolers, non-English speaking users, retirees.
Library Products
The marketing planning process requires a look at the library marketing mix, the 4Ps of product, place, price, & promotion.

The marketing audit examines library products -- tangible goods and services such as events, programming, collections, etc.

Marketing Research determines the values and benefits of the products to your users.

The 4 Ps

Product -- library services available to clients such as interlibrary loan, reference, children's programming, or web access.

Price of Service -- includes direct and indirect costs to produce and deliver the product, or actual fees if any.

Place -- considers delivery and distribution of the products and services, location of services, availability, and accessibility.

Promotion -- how libraries let users know what products are available.

Look at features and benefits of products:
The development of an effective marketing strategy requires the specification of the marketing mix.

These concepts are utilized in the for-profit sector, but a good library marketing plan will also profit (in the most altruistic sense, of course!) by examining products offered and assessing the value of the products to the users.

Market research helps determine what library users are looking for in the way of product features such as variety, quality, and design, and what benefits such as good performance, quality, reliability and durability users demand in services, systems, programs and resources.

Marketing requires a critical analysis of the marketing mix (the 4Ps of product, place, price and promotion) to identify the nature, features, benefits and value of the products to the customer.
**Promoting the Library**

How do you let the community know about library services or programs? Learn what works.

Explore public relations, displays, publications, etc. in the most visible part of the planning process.

Promotion includes advertising, public relations, direct marketing, publications such as flyers and newsletters, book sales, friends’ groups, Web pages, contests, working with the media, public presentations, etc.

Displays, signage, and knowledgeable staff are also great promotion tools.

Select the target audience and match methods to user preferences.

Your market plan should consider which means of promotion is best suited to the service, product or concept being promoted, or is most suitable for the audience that you are targeting.

Market research gives you insights into what drives your users, what they consider important. Promotion should tie into the needs, preferences, and decision-making practices of your users.

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What can you do to convince a user to “buy” your product or use your service?

What did you find out (or already know) about your users? That is, who needs a particular service and how can you communicate the value of the service to those users who will benefit and for whom the service was developed?

How will you reach those who will benefit? For example, who reads news stories and newsletters? Who doesn’t? Who comes into the library and sees displays? Who only works online from home? Who can never be sold, who has already been sold and who still needs selling?

Promotion is anything libraries do to let the community know who they are and what they do!

Concentrate your promotion efforts where they will achieve the best results!

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Web Marketing

Some users never visit the facility.

For others, a web site is just another branch of their favorite library -- and a great place to shop for information 24/7.

More libraries are providing services and marketing on the Web as a response to changes in the way the world accesses information.

Information access has shifted

For many users, the web is integrated into their lifestyle. This is especially true of younger generations.

Suggestions for changing services include:

• Interactive group spaces, support for remote usage, wireless networks, and portals that combine catalogs, e-journals, reference materials, etc.;
• Integrate library information and more multimedia resources into popular search engines and incorporate “open” web resources into catalogs;

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• Use students on teams that design new services;
• Represent services and instruction visually and in multimedia modes;
• Explore services for mobile devices such as cell phones;
• Provide individual and group learning spaces equipped with computing resources and provide comfortable spaces for informal gatherings;
• Interactive group spaces, support for remote usage, wireless networks, and portals that combine catalogs, e-journals, reference materials, etc.;
• Integrate library information and more multimedia resources into popular search engines and incorporate “open” web resources into catalogs;
• Use students on teams that design new services;
• Represent services and instruction visually and in multimedia modes;
• Explore services for mobile devices such as cell phones;
• Provide individual and group learning spaces equipped with computing resources and provide comfortable spaces for informal gatherings;

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As libraries shift more services to the Internet, the library web site becomes increasingly important -- as a product (service) in its own right and as a major tool in marketing other products of the library;

- Libraries can use the Web to provide services, to market services, or as part of the marketing process.

**All of this together makes the libraries**

*the place to be and the club people want to be a member of.*

In the end, this is what it all comes down to.

When the people, the most important collection of the library, are happy, the library has a future.

Lets keep on sharing ideas, to help us to make the future a global library experience.

**Thank you for your time.**

Brenya 2008
Winning ideas: practical ways to market your library

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“Market the academic library and its resources to faculty.”

Plan for this marketing challenge:
1. Mailboxes: email, snail mail;
2. Time saving;
3. Remote access;
4. Email links to journal articles;
5. Targeted pathfinders;
6. Liaison from library to faculties and departments;
7. Semester brunch;
8. Monthly publication targeted to faculty;
9. Welcome packet to new faculty;
10. Tie in to services to their students: offer orientation and syllabus support;
11. Research support: set up alerts in databases.

Tips
- Video ad (TV);
- Newsletter;
- Repetition;
- Press Releases (Know your reporters);
- Flyers;
- Put website on all paper;
- Face to face.

“Get more teens into the public library to become active library users.”

Plan for this marketing challenge:
1. Dedicated YA Section;
2. Look for local celebrities;
3. Teens for Town Customer Service;
4. Food chocolate;
5. Teen Advisory Board;
6. Crafts;
7. Advertise;
8. Teen book group;
9. Teen PC;
10. Use their jargon not ours ILL, YA;
11. Use teens for book sales;
12. Provide teen volunteer time opportunities;
13. Parent to teen book distribution;
14. Game night;
15. Review a book or movie;
16. Use scouts;
17. Prizes;
18. Reading list from high school;
19. Survey teens interest, focus groups.

Tips
- Recruit at start of summer for volunteer work – go in May/June to school to recruit (Guidance Counselor);
- End with reward: book certificate, award banquet, certificate for college portfolio;
- Celebrity appearance;
- Have friends provide scholarship;
- Write press releases on Electronic Bulletin Board;
- Form teen advisory board.

“Market the importance of the school library to the administration.”

Plan for this marketing challenge:
1. Parental donations to the library – address administration that library resources are very important;
2. Budget needs stay & go higher;
3. School admin & district admin have to buy into the library;
4. Kids are reading/library showplace to taxpayers;
5. Creates environment that children go to – teachers, admin & board see what is going on...
Tips

- “Food for Fines” National Library Week;
- Organizing handouts & logo for learning centre;
- In our community: Bookmarks with web & database info;
- Business Cards with library info; reminder to patrons for future programs; one-live statement for patrons booth at town day for library;
- Reminders to patrons for programs SLOGAN: “Come be part of it” Yearly arts fest celebration;
- Bestseller club – auto request for patron for new book by popular author;
- Created several reading areas; featured new books/magazines; furniture/plants/gondolas; uses media centre as base for other schools to use as resource.

“Market the public library and its services to area business people.”

Plan for this marketing challenge:
1. Increase family programs incentives with registration “FREE STUFF”;
2. Summer reading all ages reading for a cause;
3. Newsletter;
4. Sign-up online newsletter;
5. Email overdue notices; tech services;
6. Created template for press release sent to editors;
7. Bookmarks with user friendly passwords;
8. Develop relationship with media;
9. PTA relationship;
10. Internet safety programs presented to students – presented by library staff;
11. Educate parents;
12. Rock the stacks – rock bands at the library;
13. Final Friday – end of exam celebration;
14. Friday night closing;
15. Budgets for Marketing?
Tips

- Contact businesses;
- Join Chamber of Commerce and other (Rotary);
- Present library info to business;
- Promote services;
  i. Wireless;
  ii. Tax service;
  iii. Business topics;
- Individual business can do research;
- Bookmarks with services – individual business cards to promote;
- Day care centres – solicit services at library (advertise);
- Business provide services with coupon; summer reading – karate;
- Other business programmes.

“Increase library users’ awareness of and usage of subscription databases.”

Plan for this marketing challenge:
1. PA system – announce demo in five minutes reward for being in the library;
2. Put database in electronic newsletter;
3. Questions/answers using databases;
4. Scavenger hunt using online databases – game – prize;
5. Bookmark listing databases;
6. Website;
7. Database for science project;
8. Teacher orientation to online databases in your library;
9. Word of mouth;
10. Market database to staff with newsletter with one database description per month.

Tips

- School visits multiplied after letter to Board of Ed members;
- Wharton: Tri-fold pamphlet sent with taxes – offered cards, welcome brochure, bulk mailing, library offered teens to put in;
- Hunterdon County: Demo of electronic resources with PA or intercom system;
- Word of mouth on computer classes – flyer with website & electronic resources;
- Brochure of new floor plan – Lions Club Fair, Friends invited;
- Street fair brochure translated into Spanish – orientation for new teachers to visit library;
- Word of mouth when issuing a new card – flyers of 24 hr service of database & catalog;
- Bi-monthly brochure put into student folder to take home;
- School visits flyers to students of databases;
- Hands-on class for catalog;
- Weekly newsletter anniversaries, holiday hours etc.;
- Maywood: Electronic newsletter recipes in newsletter more personnel – sent to patrons with email bcc;
- Visiting each class for SRC to promote program.
Society is changing rapidly. Communication is faster and easier than ever. The migration of people and the growing population make society more complex.

The web makes boundaries and walls disappear, and time and distance are less important. Information is available 24/7 on different media, search engines, chat sites, and peer-to-peer networks. In fact, there are more cell phones in some European counties than there are inhabitants.

People often have several digital identities that give them access to their own digital domain.

We are faced with more questions than answers, and no matter how clever the search engines may be, this offers opportunities to libraries. Then Libraries should endeavour to be an indispensable source of inspiration for its members, visitors and partners in the community, and in the world. In this way, Libraries will hope to safeguard access to the independent, objective, free flow of information that is essential for democracy now and in the future.
Thinking and Acting Beyond Library Walls/the book
A. Great way of promoting social cohesion.

B. Bringing the teens back to the library
   Getting more serious about gaming
   Equipment for a mobile studio, with cameras, sound systems, editing programs, and everything else needed to make documentaries and do videocasts for the website. With this mobile studio, Library Staff will visit high schools, allowing students to film their stories or, for instance, a campaign against alcohol abuse among teenagers.

   This will place the library in the middle of society and gives a boost to the image the teens have of the library.
   When working in the mobile studio, they find it is great fun to write scripts, read storyboards and search for music soundtracks to add to the filmed material.

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C. Download station that uses Bluetooth: Tank stations
   Content that our librarians select, such as a library magazine, an agenda of activities, or an audio book, can be installed onto these Tank stations, which can then be placed in different locations outside the library. Think of the promotional possibilities when you place the Tank U in railway stations, hospitals, cinemas, theatres, and so on.

   People with Bluetooth applications on their cell phones can download content to their phones and play it on the train or wherever they want. Once their interest is aroused, they are sure to come and visit the library.

D. Collaboration with daycare centre - organize a vacation camp.
   While playing in the country and having lots of fun, the children learn how to make a newspaper or a television show or how to become an “idol” (TV star show), with workshops in singing, acting, and dancing.

Brenya 2008
Also lectures, art exhibitions, reading competitions and musical performances regularly, will make people like to spend a few hours in the library.

G. **Keep, make, and foremost, share stories/culture values**
Giving people a platform to tell their stories in the library: Kwaku Ananse story teller time/culture values in the library-
What does it matter whether we share our stories in the form of a book, a CD, a DVD, an MP3 player or MP3 file, or a work of art?
We can expect that the world of our children’s children will be completely different. Perhaps books will be treasured in museums or at home, but the library may only have digital information carriers.
What we do know is that people will always want, love, and need stories. That is why we work on preserving stories/culture values by digitizing collections (Images for the Future).
Often marketing is about changing perceptions -- ours and theirs!

Brenya 2008
Organizing spelling bees-interschool’s, inter-universities, inter-churches and inter-mosques; Debating clubs.

Libraries should believe in a global library network because that will help us maintain our important position in society and create a solid base for democracy. Library management should believe that it is of paramount importance to look beyond walls and borders in order to keep up with developments worldwide and thus to maintain its high level of service to the customers.

Thank you for your time
GHANA LIBRARY ASSOCIATION AND NETWORKING: THE CHALLENGES

Valentina J.A Bannerman
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Overview
On behalf of the Ghana Library Association, I wish to thank you very much for the opportunity to join hands with the Goethe-Institut, Accra, in organizing this workshop under the theme “Strengthening the network among Ghanaian libraries and information professionals.” I am also grateful for the opportunity to make this presentation, which will have the following structure:

- Ghana Library Association;
- Networking;
- Challenges;
- The way forward.

Ghana Library Association

History
The Ghana Library Association (GLA) was founded in 1962. It was an offshoot of the West African Library Association (WALA), as were other national library associations in West Africa. It was the dawn of a new era and it was considered vital for library development to have national associations. The GLA has been the body representing libraries and information services formally in Ghana since 1963. This was announced in the Ghana Gazette no. 17, Friday 29th March 1963, page 228.1 It was registered under the Professional Bodies Decree NRCD 143 of 1973 with Registration No. PB 21 dated 2nd August 1986.2

The GLA has had 16 presidents since its inception. Oddoye\(^3\) lists the names of Presidents and their tenure as far 1988:

- Mr G. M. Pitcher 1962-1963
- Mr E. K. Koranteng 1963-1964
- Mr A. G. T. Ofori 1964-1965
- Mr E. K. Amedeke 1965-1967
- Mr D. E. M. Odoi 1967-1969
- Mr David Cornelius 1969-1971
- Mr A. N. de Heer 1971-1977
- Mr G. C. O. Lamptey 1977-1983
- Mr G. A. Villars 1983-1988
- Mr S. Afre 1988-

Review of the tenure dates indicates that the seventh and eighth presidents served six years each and the ninth president served five years. These were extraordinary circumstances, which marked a period of inactivity and constraints such as finance and inadequate commitment of the leadership and also of the members. The revival in 1983 put the Association back on its feet.\(^4\)

Since then, presidents have had normal tenure periods of two years, (four years when re-elected) as shown below:

- Mr D. B. Addo 1990-1992
- Ms N. Asiedu 1992-1996
- Mrs M. Amissah-Arthur 1996-1998
- Mr C. Entsua-Mensah 1998-2002
- Mrs H. R. Asamoah-Hassan 2002-2006
- Mrs V. J. A. Bannerman 2006-

The 16th president was elected unanimously in December 2006. Each president, starting from the first, has drawn plans for the realisation of the objectives of the Association as enshrined in its Constitution.

Objectives of the Constitution

- To ensure the maintenance of a high standard of professional practice and conduct;

\(^3\) Oddoye, (1989).
To promote and safeguard the professional interest of librarians;

To encourage personal development and research into librarianship;

To be instrumental in promoting the establishment and development of library and information services, bibliographical work and library cooperation;

To unite all librarians and institutions in Ghana interested in libraries and librarianship.\(^5\)

Networking is involved in pursuing each objective of the Association. In other words you cannot achieve the objectives without interacting and exchanging ideas. The Constitution says it all through the structures that are in place.

**Structure of the Association**

**Council**

According to the Constitution, Council is the governing board of the Association. It has the power to act on behalf of the Association, in all matters except those reserved in the Constitution for members at an Annual General Meeting (AGM) or Special Meeting. Members hold office for two years and are eligible for immediate re-election for another two-year term. Council membership comprises the President; Vice-President; Secretary; Treasurer; immediate Past President; and seven non-office-bearing members, of which at least two are non-professionals; and, as a recent addition, one retired member. This retired member of Council would, in addition to providing expertise, represent retired colleagues and pool their knowledge and skills for the benefit of the Association. The justification for this addition is that retirees are considered experienced and their contribution to the Association needs to be retained and supported.

An attempt is usually made to ensure that membership of Council is representative of a cross section of librarians but this has not always been possible: the current membership comprises seven from university libraries, two from special libraries one from a

\(^5\) Ghana Library Association (August 2006).
public library and a retiree from an international organization. The predominance of librarians from the universities stands out.

Regional branches
The existence of regional branches with their representatives is intended to offset any imbalance. In other words, structures are in place to ensure the involvement of all members of the Association; those who live or work in the region are automatically members of the branch. Regional representatives are nominated on the basis of their residence in the region, and their interest and participation in the Association’s activities. They are responsible for the structures within the branches and for the effective organization of their activities. Reports on such activities are submitted to Council on a regular basis.

The following regions have representatives: Ashanti Region; Brong Ahafo Region; Central Region; Eastern Region; Greater Accra; Volta Region; Western Region; Northern Region; Upper East Region; and Upper West Region.

Sections of GLA
The Ghana Library Association has committees and special interest sections. These are the Education and Research Committee; the Accreditation and Certification Committee; the Cataloguing Section; the Special Libraries Section; the Public Libraries Section; and the University Libraries Section

The Education and Research Committee
The Education and Research Committee organizes training programmes for members in order to assist librarians and other information specialists to maintain competence in the rapidly changing environment, and also to disseminate their experiences for the benefit of other members. A recent workshop on document imaging empowered librarians to use their scanners more effectively. The outcome of the workshop on how to get published was an increase in the number of articles submitted for publication. Another series of workshops has been planned for the year, starting in May 2008.
The Accreditation and Certification Committee
The Accreditation and Certification Committee became operational in 2006 after the Council categorized membership into Fellows, Chartered members and Associate members. At the 2006 Congress and Annual General Meeting, certificates were given at an Awards night to 25 Fellows comprising seven serving librarians, four honorary members, and 14 retired members; 116 Chartered Librarians; and 87 Associate Librarians. A committee chaired by the Immediate Past President continues the task of accreditation, making it a continuous programme.

Special Interest sections
The sections for Cataloguing, Public and Special Libraries have not functioned for the past ten years. The Public and University Libraries sections were thought to be redundant and consequently never operated effectively. Both have since been scrapped.

Networking
It is clear from the above, and from the history of the Association, its constitution and the structures in place, that there are prospects for networking. Communication, a key element, has been given prominence with the establishment of a newsletter, the Ghana Library Journal, Annual General Meetings, biennial congresses and a website.

Newsletter
The Newsletter was quite regular until it ceased with the exit of the editor, due to lack of funds. It has been re-introduced twice, first in 1983 with the revival of the Association, and again in 2002 with the new series, with kind sponsorship and generous support from the International Network for the Availability of Scientific Publications (INASP). The final issue (volume 3 number 3, September 2004) signalled the end of the Newsletter, when funds were exhausted.

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Ghana Library Journal
The first issue of the *Ghana Library Journal* (volume one, number one), was published in October 1963. In his maiden editorial the first editor, R. C. Benge, set out the policy of the Ghana Library Journal as follows:

- It should mirror the progress and setbacks of the profession in Ghana;
- it should serve as a link between all those concerned with libraries in any capacity both within Ghana and through the world; and
- it should appeal to and serve the interests of as many people as possible.7

Initially, the journal was published three times a year but from 1963 to 1973 only five volumes were published – that is, one volume every two years. Then followed 14 years of hibernation due to financial constraints, which coincided with the state of the Association, by then also inactive. The sixth volume was published in 1988 and the seventh the following year. Six further years of inactivity were followed in 1996 by the publication of volume eight, and the journal has been published annually since then. Despite these breaks, the *Ghana Library Journal* has, over the years, kept faith with its objectives. It has been a bi-annual publication since 2007, in accordance with the policy of Council. The first issue of the year is devoted to the proceedings of congresses and the second to items of eminent and topical interest8.

Annual General Meetings (AGMs)
Members of GLA meet every year to discuss issues affecting the Association. A theme is selected and a resource person is contacted to make a presentation prior to the AGM, which then takes place in the afternoon. At the meeting, the President makes a statement on the affairs of the Association, the Secretary reports on proceedings of Council and the Treasurer gives a financial report. This is the day that the Regional Representatives, Committees and Sectional Heads present their reports to the

7 Oddoye (1989).
membership at large. Resolutions are normally passed at the end of these sessions.

**Biennial congresses**

Every second year GLA organises congresses where topical issues are discussed and elections for offices conducted. This means, that members meet for two days every second year. The first day is for the congress and the second day for the AGM. In the evening, a dinner dance is organized to crown the activities. These meetings serve to bring together members of the profession to share ideas and learn about the direction the Association is taking. They provide an opportunity to interact with others as they present their own view point on issues affecting the Association generally and members in particular.

**Website**

One very powerful way of networking is having a website. This has been on the drawing board for years and there is now the opportunity to build a website, as the great expense normally associated with such projects has become affordable. As a result, the Association has contracted two members to design the website, which should be launched by the end of the year. In the meantime, information is passed to members through e-mail and “snail mail”.

**Challenges**

**No permanent positions**

The Association has come a long way from its beginnings; looking back, it can be seen that it is plagued by the same challenges faced by its pioneers. Members of Council are elected for a two-year term which is renewable. The positions are therefore not permanent and members have to fit the activities of the Association into their own busy schedules: there is no single person totally dedicated to the Association.

**No single legislative framework for libraries.**

Ghana has five categories of libraries: school, public, special, academic and research. Each has a different parent organization in charge. Public libraries are under the Ministry of Education
through the Ghana Library Board and now some public libraries are also being established by the District Assemblies under the Ministry of Local Government. School libraries are under the Ministry of Education under a different legislation and are provided for in the Education Bill under the Educational Reform Programme. Libraries in Ministries, Departments and Agencies (MDAs), hospitals and prisons belong to their parent bodies as do libraries in universities and research institutions. In such circumstances it is difficult for the Association to coordinate issues that affect different categories of libraries. One missing category is that of a National Library; attempts to initiate the process for the necessary legislation to be passed are still ongoing.

Absence of an umbrella body for the development of libraries

After all these years of development there is still no single body responsible for libraries and librarians. Consequently, there is no mouthpiece articulating national and international issues that have a bearing on libraries. Examples of such issues are the Copyright Information Bill and the WSIS Plan of Action. Libraries are left out of touch with developments in the national and international domain, to the detriment of libraries, librarians and their users (Ghana Library Association, 2007).

Independent operating by Regional Representatives

Some Regional Representatives have preferred to operate independently of the Association, whilst others were virtually inactive. According to the Regional Representatives, they require funds to operate but do not see the need to account to Council. A concession was made some years ago for them to retain a percentage of dues collected at the regional level, but this has not solved the problem of funding. Consequently, until recently the only region functioning effectively has been the Central Region, which has been involved in meetings and training programmes for library staff in secondary and training colleges in the region.

Loss of membership

The majority of members in the regions ceased to be members of the GLA as a result of new requirements for accreditation created...
under the categories of membership. Personnel in school and college libraries who formed the majority in the regional branches could no longer be considered as members of the Association; because of their lack of qualifications in librarianship, they did not fit into any membership category. The decision to exclude them arose from the desire to distinguish between librarians and other personnel employed to staff libraries, and thus raise the image of the profession. This action reduced membership at the regional level, since most regional members were not qualified. This further contributed to lack of activity in the regions.

Paraprofessionals
A breakaway group of paraprofessionals had to be dealt with. Members of this group could not comprehend or accept the category to which they belonged. They considered themselves professionals regardless of the fact that they did not have Masters’ degrees. The argument they used was that trained teachers were professional teachers whether they held certificates, diplomas, degrees or PhDs. Council made several efforts to reason with them to no avail. A decision was taken to have at least two paraprofessional members on Council to alleviate the situation and allow other concerns to be addressed. The Associate Membership category conferred on paraprofessionals does not however appear to satisfy them.

The way forward
Council is managing the situation described above. This paper would not be complete without an indication of a way forward for the Association.

The Association needs support of Government so that resolutions passed on issues in the national and international domain that affect libraries and their users can be implemented. The best way of obtaining this support would be through the establishment of an umbrella body with legislative backing to manage, oversee and coordinate library issues, and position libraries as the country’s information gateway, steering library development.
towards national goals\textsuperscript{9}. A proposal for the establishment of a National Commission on Libraries awaits the action of the Minister of Education, Science and Sports. The proposal describes the existing situation in the country and justifies the need for such a National Commission. This has been accepted in principle\textsuperscript{10} and proactive ways will be sought to fast track the process.

The Association recognises that for it to be able to reach out to librarians all over the country the Regional Representatives would have to be active. It will therefore empower the Regional Representatives and monitor their activities, in order to address the constraints facing them. Council will be visible as far as practicable in all their activities.

A membership drive will be intensified and the list of members monitored and regularly updated to ensure that communication from the Secretariat reaches all members.

Council will liaise closely with the chairperson of the Education and Research Committee in the selection of topics and resource persons for training programmes. The aim will be to ensure that the focus will be on training programmes that address the needs of members. Additional sections will be added to the existing sections of GLA, e.g. for Reading, Copyright and other areas, to enable the Association to reach out to related bodies. Fundraising activities will be strengthened so that members can be supported to attend Association activities, and possibly the IFLA WLIC, at reduced cost. Council will seek ways of making libraries visible to Government and in society in general, and consequently raise the image of libraries and ensure their development.


Conclusion

The Ghana Library Association symbol, the spirit of cooperation, is quite representative of what the Association stands for. By bringing together all librarians and institutions in support of the development of libraries in the country, the Association continues to brave the odds. The challenges that stand in the way of collaboration, teamwork and mutual support can be surmounted. The need to keep the communication lines open at all times cannot be overemphasised: where there is life there is hope.

Thank you for your attention.
STRUCTURES FOR EFFECTIVE NETWORKING:
THE SOUTH AFRICAN PERSPECTIVE

Lucille Webster
webster@dut.ac.za

Summary

- Introduction
- South Africa in brief
- Definitions
- Characteristics of Associations
- Brief history of LIASA
- Collaborative partnerships and international links
- Local partnerships and networking
- Conclusion

South Africa in brief

Population – 46,9 million
- Population estimates per province (Stats SA)
- Eastern Cape – 6 906 200
- Free State – 2 965 600
- Gauteng –9 688 100
- KwaZulu Natal –10 014 500
- Limpopo –5 402 900
Definitions

- **Network(ing):** make contacts...exchange ideas...interact...meet people;
- **Association(s):** a body of persons associated for a common purpose...people working together for a common purpose. An organized body of people who have an interest, activity, or purpose in common;
- **Characteristics of Associations:** Professional associations;
- **Provide members with a professional identity;**
- **Implement educational standards and accredit the institutions that provide the education;**
- **Put into effect standards of conduct;**
- **Offer continuing education;**
- **Organize conferences to stimulate discussion and promote and enhance research;**
- **Encourage scholarship that advances the knowledge base of the sector, and provide for the dissemination of research and professional information through various publications.**

Source: www.gcis.gov.za/docs/publications/yearbook.htm

Infrastructure

- **South Africa** has an advanced telecommunications infrastructure and boasts the highest teledensity in Africa (Ranking in Information Infrastructure micro-index: 44);
- http://www.cid.harvard.edu/cr/profiles/South%20Africa.pdf;
- Rural areas lack connectivity, although they are starting to benefit from hundreds of telecentres around the country.

(www.gcis.gov.za/mpcc/index.html)

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Library and Information Association of South Africa: a brief history

South African Library Associations
- The South African Library Association (SALA) 1930 – 1980;
- The Cape Library Association for Coloureds;
- The South African Indian Library Association;
- The Non-European Library Service evolved into the African Library Association of SA, ALASA.

Events leading up to formation of LIASA
- The “acronym years” (Walker 2007);
- NEPI;
- LISDESA;
- ULIS.

Webster 2008

Library and Information Association of South Africa (LIASA)

Vision
- Strives to unite, develop and empower all people in the library and information field into an organisation that provides dynamic leadership in transforming, developing and sustaining library and information services for all people in South Africa.

Governance and structure
A Representative Council is elected every two years
- Two people from each Branch and one from each national interest group serve on the Representative Council;
- An Executive Committee of 5 portfolio holders (President, Deputy President, Secretary, Treasurer and PRO) and 4 additional members (from the Representative Council) is elected by the membership and the Representative Council respectively. Term of office: 2 years.

Webster 2008
LIASA Governance and structure

Branches & interest groups

10 branches
- 10 National Interest Groups – some function on branch level as well;
- These are:
  1. Acquisitions;
  2. Bibliographic Standards;
  3. Higher Education Libraries;
  4. Interlending;
  5. Library Support Staff;
  6. Library and Information Communication Technology;
  7. Public and Community Libraries;
  8. Research, Education and Training;
  9. School Library and Youth Services;
  10. Special Libraries.

Structures for effective networking

- Partnerships (government, national and international);
- Communication;
- Advocacy and;
- Marketing strategies.

After 10 years… LIASA

- Draws investment to South Africa intended for capacity building and LIS development;
- Works with and participates in the international community through membership and key partnerships;
- Identifies key projects, motivates and approaches international donor foundations;
- Organises and supports international and regional events such as SCECSAL 2002;
- Provides access to expertise in all areas of professional practice;
- Provides an active and consultative process of governance in which the membership is encouraged to be involved;
• Provides authoritative policy advice to government and other agencies in all areas relevant to LIS;
• Supports and develops leadership.

**Partnerships and networking with the government of the day**

**What has been achieved**
• Funding for speakers at annual conferences;
• SA Library Week;
• National Council for Library and Information Services;
• WSIS – World Summit on the Information Society;
• Revitalization of public and community libraries;
• Transformation Charter (in progress);
• Unfunded mandate issue (in progress).

**Communication and Marketing**
• Provides a direct channel of communication between every member and the association through various publications such as:
  • LIASA-in-Touch magazine;
  • LIASA Online listserv;
  • LIASA Website www.liasa.org.za;

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**Membership**
• Recruitment strategies;
• Membership retention.

**Collaborative partnerships & international links**

**International partnerships**
• 2000: grant from Carnegie Cooperation of New York (CCNY);
• 2001: South African Library leadership project (SALLP);
• 2003: Goethe-Institut travel grants;
• 2004: 3-year grant from Carnegie for Centre for Information Career development (CICD);
• World Summit on Information Society (WSIS);
• World Library Partnership (WLP) & (LLYNC);
• Finnish Library Association.

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National /local networking
- National Lottery;
- SABINET;
- PICC;
- SALI;
- Patience Maisela Library Staff development fund;
- CHELSA;
- COSALC/SANLIC;
- NRF.

Conclusion
- Functions of a library association;
- Sustainability of the association.

Thank you
Developing Websites for SMEs and Organisations

- Putting African Content on the Net;
- Creating affordable Internet Applications;
- Promoting Open Source Solutions;
- Content management;
- Social Networking Solutions.

Opportunities of the Internet
With the current spread of a sizeable number of Ghanaians throughout the world on all continents, it is important for Ghanaian Organisations that deal extensively with clients who are just as likely to be outside the country as in it, to harness the power of the internet to their advantage.

Organisations can offer their products and services
- to a worldwide clientele;
- on a central marketplace;
- 24 hours a day, 365 days a year;
- respond to market changes immediately.
The Internet
The Internet is a worldwide, publicly accessible series of interconnected computer networks that use the standard Internet Protocol (IP). It is a “network of networks” that consists of millions of smaller domestic, academic, business, and government networks, which together carry various information and services, such as electronic mail, online chat, file transfer, and the interlinked Web pages and other documents of the World Wide Web.

Social networking
A social network service focuses on the building and verifying of online social networks for communities of people who share interests and activities, or who are interested in exploring the interests and activities of others, and which necessitates the use of software.

Provides ways for users to interact, such as
- chat;
- messaging;
- email;
- video;
- voice chat;
- file sharing;

Safo 2008

The main types of social networking are
- those which contain directories of some categories (such as former classmates);
- means to connect with friends (usually with self-description pages); and
- recommender systems linked to trust.

Popular methods now combine many of these.

Social networking:
Some popular sites
- MySpace General networking - http://www.myspace.com;
- Orkut Internet social network service run by Google (http://www.orkut.com/);
- Windows Live Spaces Blogging (formerly MSN Spaces): http://spaces.live.com;
- Yahoo! 360° personal communication portal: http://360.yahoo.com/;
- LinkedIn Business networking service http://www.linkedin.com/;
- Classmates.com focusing on ties with former schoolmates - http://classmates.com/;

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Social networking and business

- Social networks connect people at low cost;
- Beneficial for entrepreneurs and small businesses looking to expand their contact base. Networks often act as a customer-relationship management tool for companies selling products and services;
- Companies can also use social networks for advertising in the form of banners and text ads;
- Since businesses operate globally, social networks can make it easier to keep in touch with contacts around the world;
- In many ways business networking on social networks has eclipsed the amount of networking that takes place on dedicated business networking websites;
- Business networking sites have absorbed the traditional face-to-face referral networking practices and taken it online;
- Businesses from all across the globe can come together and share ideas, clients, and referrals in a mutually beneficial manner.

Safo 2008
Library 2.0
A term coined in 2005, is the library's response to the challenge of Google, and an attempt to meet the changing needs and wants of the users, using web 2.0 technology.

Some of the aspects of Library 2.0 include commenting, tagging, bookmarking, discussions, using social software, plug-ins, and widgets.

Inspired by Web 2.0, Library 2.0 is an attempt to make the library a more user driven institution - library services are constantly updated and re-evaluated to best serve library users. Library 2.0 also attempts to harness the library user in the design and implementation of library services by encouraging feedback and participation.

We at Digitafrica propose the setting up of
A Knowledge based social networking site
which should include:
• Tools and resources for information professional;
• A social networking platform for registered members;
• Information for the general public.

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A knowledge-based social networking site
Tools and resources for information professionals
• Acquisitions;
• Archival Description;
• Building Digital Collections;
• Cataloguing, Classification;
• Collection Development;
• Library Catalogues;
• Preservation;
• Public Service, Reference;
• Yearly or monthly reports (national and regional);
• Speeches;
• Standards;
• Webcasts for Librarians.

Networking: The content of the site is generated only out of contributions from members, so everyone who is interested in Library Science, Knowledge Management etc. is welcome to contribute.
• Social bookmarking;
• Expertise Exchange;
• Discussion Forums;

Safo 2008
Libraries as Gateways to Information and Democracy: Improving Networking, Advocacy and Lobbying Strategies

- Librarians Web pages;
- Events;
- and many other facilities with an objective of better networking & knowledge sharing amongst Librarians.

A knowledge-based social networking site

As a marketing tool

- Your website is an inexpensive, full colour Brochure;
- Your website will give you the greatest ROI (return on investment) compared to other marketing media available;
- Your website will level the Playing Field and create greater credibility;
- Your website will enable you to do Business with a worldwide market;
- Your website will give you the competitive edge;
- Your website offers customer service round the clock;
- Special promotions (Raffles, Awards, etc.);
- Membership drive;
- Audiovisual Content.

Directories of libraries

- UNESCO Libraries Portal - Over 14000 links worldwide;
- LibLinks - Directory of library resource links organized by US states;
- LibWeb - Directory of library servers via WWW;
- LibWebCats - Another directory of worldwide libraries;
- Libraries of the World and their Catalogues compiled by a retired librarian;
- American Library Association's list of largest libraries;
- National libraries of Europe The European Library;
- Library History Database of the British Isles.

Other resources

- Centre for the History of the Book;
- Wikisource The Free Library;
- Libraries: Frequently Asked Questions;
- International Federation of Library Associations and Institutions;
- Professional Library Associations from Jenkins Law Library;
- eLibrary - Open Ebooks Directory free for addition of one’s own e-books;
- “The Infinite Library,” Technology Review article on the Google Library Project;
- Librariansworld.com @ the Librarians Networking Site.

Safo 2008
LOBBYING, ADVOCACY AND FUND-RAISING FOR LIBRARIES IN NIGERIA CONFERENCE AND WORKSHOP

VALENCIA HOTELS, ABUJA

Organised by the Goethe-Institut Lagos
in collaboration with the Nigeria Library Association
# Programme

## DAY ONE, 23.04.2008

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<td>Goodwill message</td>
<td>Dr Linus Ikpaahindi Director-General, National Library of Nigeria</td>
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<td>Opening speech:</td>
<td>Victoria Okojie President, Nigeria Library Association</td>
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<td>Presentation &amp; Workshop 1:</td>
<td>Dr Hannelore Vogt (Würzburg City Library, Germany)</td>
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<td>Branding and marketing for</td>
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<td>changing the image of libraries.</td>
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<td>Dr Hannelore Vogt (Würzburg City Library, Germany)</td>
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## DAY TWO, 24.04.2008

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<td>Presentation &amp; Workshop:</td>
<td>Ms Rosemary Gitachu (University Librarian, Daystar University; Chairperson, Kenya Library Association, Nairobi, Kenya)</td>
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<td>Lobbying, advocacy and fund-</td>
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<tr>
<td>Workshop &amp; presentation of results</td>
<td>Ms Rosemary Gitachu</td>
</tr>
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</table>
Presentation & discussion: Libraries as gateways to information & democracy in Nigeria: strategies for improving networking and advocacy capacities in Nigeria

Mr Gboyega Banjo
(Consultant, Ibadan, Nigeria)

Summary of all presentations,
Plenary discussion & conclusion

Vote of thanks

Feedback from participants
Lobbying, advocacy and fund-raising for libraries in Nigeria: Conference and Workshop


Organised by the Goethe-Institut Lagos in collaboration with the Nigeria Library Association Workshop report

Preamble

At the IFLA conference in August, 2007 in Durban, South Africa, the President of the Nigerian Library Association (NLA) initiated discussions with representatives of the Goethe-Institut, Ulla Wester and Mrs Funmi Oni, on the possibility of a collaboration between the two organizations. In the end, they agreed to visit the NLA office in Abuja in November, 2007 for further discussions on the issue. It is gratifying that the Goethe-Institut not only visited the NLA office but chose to work with us to organize a workshop on lobbying, advocacy and fund-raising, issues that need to be urgently addressed by libraries in Nigeria. The two-day workshop on the theme “Lobbying, Advocacy and Fund-raising for Libraries in Nigeria” took place on 23rd and 24th April 2008 at the Valencia Hotel, Abuja.

The justification for choosing this theme arose from the fact that libraries in Nigeria have been experiencing a serious “cash crunch” since the 1980s and many are no longer able to deliver quality service to their clientele. In addition, some of the policies that were put in place in the 1990s to ameliorate the problems are no longer being implemented. For instance, the National Universities Commission in 1993 directed all universities to spend 10% of their recurrent subvention on library development. However, this stopped in 2001 and at present less than 5% of the libraries get 5-10% of their recurrent subvention. The situation is even worse in other sectors such as Public libraries and School libraries where unfortunately there is virtually no library!

Reasons for choosing the theme were, among others, the urgent need to lobby and advocate for major issues that affected the Library and Information Services (LIS) sector. These issues included the establishment of a National Commission for Libraries and
Information Centres which would advise government on policy issues in the LIS sector; funding of the Librarians’ Registration Council of Nigeria which is the regulatory body for librarians in Nigeria; improved infrastructure in libraries, and improved funding.

Resource persons
There were three resource persons: from Germany, Kenya and Nigeria. This small number of resource persons ensured in-depth examination of issues and created space for discussions and active engagement on important issues between each resource person and the workshop participants. These resource persons were:

- Dr Hannelore Vogt, Director, Würzburg City Library, Germany;
- Mrs Rosemary Gitachu, University Librarian, Daystar University, Nairobi, Kenya & Chairperson, Kenyan Association of Library and Information Professionals (KLA);.
- Mr Gboyega Banjo, former President, Nigerian Library Association & freelance consultant.

Workshop participants
There was a careful mix of participants, drawn largely from members of the Governing Council of the Association (23 out of the 28 participants were Council members) and representing all types of libraries (Universities, Polytechnics, Colleges of Education, the Presidency, the National Library of Nigeria, the National Assembly, the National Defence College, the National Universities Commission, the United States Embassy, the Universal Basic Education Commission, Public Libraries, the Supreme Court and Library Schools), as well as teaching and practising librarians, old and young, and representative of all geo-political zones!

Opening
Funmi Oni, Librarian at the Goethe-Institut, Lagos, started the workshop, as scheduled at 9.30am, by giving a brief background to the workshop. She then invited Arne Schneider, Director of the Goethe-Institut, Lagos, to welcome the participants. Mr Schneider extended a very warm welcome to all the resource persons, participants and guests. He said the workshop was
unique in many ways because it was the first time that the Goethe-Institut Lagos was working in the library sector, the first time that they were doing a programme in Abuja and the first time they were partnering with the Nigerian Library Association. He summarized very succinctly the reasons for choosing that theme: libraries are underfunded; not enough attention is being paid to the changing environment in which libraries now have to work; there is a growing middle class in the Nigerian society that needs Library and Information Services (LIS). He went on to state that since there was inadequate funding from the government, libraries urgently needed to think of innovative ways of satisfying their customer needs, including raising funds from other sources which had brought about the concept of Public-Private Partnerships (PPP) in the LIS sector. However, he advised that, in order for libraries to be able to attract funding from the private sector, they needed to be re-packaged and marketed in a way that made them attractive, necessary and relevant. He urged participants to work together to come out with an Action Plan tailor-made for Nigeria.

The opening was also graced by Cord Busche, Cultural Attaché at the German Embassy, Abuja, who asked librarians to re-define their roles in line with the new global realities of the Internet and ICTs. The National Librarian, Dr Linus Ikpaahindi gave a goodwill message. He stressed that there was no better time than now to be a librarian. He acknowledged the challenge of inadequate funding and the need for lobbying, advocacy and fund-raising. He talked about his advocacy initiatives to ensure that a public library is set up in the Federal Capital Territory, Abuja. He ended by expressing appreciation to the Goethe-Institut for intervening in the library and information sector.

The Opening Ceremony ended with an address by the President of the Nigerian Library Association, Victoria Okojie. She gave a brief history of the Nigerian Library Association, which is the largest library Association in Africa with 5000 members, spread across the 36 States and Abuja. She stated that one of the Association’s main strengths was in managing sustainable projects such as the Karshi Rural Motorbike Mobile Library project and the Puduma Rural Women Skills Acquisition project. She noted that
the Association had, in the past, successfully advocated for the establishment of the first library school at the University of Ibadan, Ibadan; the establishment of the National Library of Nigeria Act of 1962 and the establishment of the Librarians’ Registration Council of Nigeria which regulates the practice of the profession. However, the terrible conditions under which most libraries in the country operate at present, made it imperative for librarians to re-orientate themselves, re-skill themselves, be more proactive and embrace change if they are to survive in the changing global environment.

Mrs Okojie stressed that one of the ways to move forward is to adopt effective and efficient lobbying, advocacy and fund-raising strategies, hence the workshop was most appropriate. She assured everyone that the opportunity given to librarians to sit together to articulate the key issues in the LIS sector in Nigeria and proffer solutions would be used well and that participants would come up with realistic Action Plans for the future. She expressed the hope that this would be the beginning of a mutually beneficial partnership between the Goethe-Institut and the NLA, which would bring about many more opportunities to work together. She ended by expressing appreciation to the Goethe-Institut for accepting to partner with the Association, and to all the resource persons and the participants.

Presentations
Three facilitators made presentations in the two days. The first day focused on experiences from Germany, while the second day focused on Kenya and Nigeria and wound up with Action Plans. The workshop provided the platform for participants to network closely, share experiences and learn best practices. It is perhaps pertinent to stress that the facilitators used very appropriate methods to engage the participants throughout the workshop. There were plenary sessions, small work groups, case studies, illustrations, and questions from facilitators and participants. An informal environment was created (e.g. sessions were not chaired) and participants were often asked to compare the situation with what prevailed in their libraries. The robust discussions not only gave participants the platform on which to learn about what prevailed in other countries, but also provided the opportunity
to share experiences about the situation in Nigerian libraries and learn best practices. It was a very interactive workshop and this was also acknowledged by the facilitators. A summary of the presentations, comments, questions and answers is given below.

**Wednesday, 23 April, 2008: “Branding and marketing for changing the image of librarians” and “Getting it right: successful strategies for successful libraries” by Dr Hannelore Vogt**

The first presentation was made by Dr Hannelore Vogt. Dr Vogt has an impressive curriculum vitae and her presentation justified the many awards her library has received (the Bavarian Online Award 2003 for innovative Internet applications; the winner in the national library ranking (BIX) for 2003, 2005 and 2006; elected the ‘Library of the Year’ by the German Library Association and ZEIT Foundation in 2003 and 2008; and an award for the children’s library). Although she was the only presenter for the whole day, she remained incredibly energetic. Her mode of delivery was most appropriate as she moved from talking at plenary sessions to engaging the participants by asking them questions, using photographs of her library as illustrations, giving practical exercises, group discussions and so forth. The way she moved from one mode to the other was amazing and kept the participants in suspense and engaged their attention all day. At the end of the day, it was obvious that she was ingenious, had a lot of experience, was very passionate about the profession and most importantly, very creative.

She started by using a very effective “ice-breaker” – pairing up participants to introduce one another. She later asked groups to select and prioritize from a list of “50 Tips for Retaining Customers” and report back at a plenary session. These immediately got the group talking and participating actively in the discussions. To set the session in context, she gave a brief background about the city of Würzburg and the Würzburg Library, saying that the main objectives of the library were:

- Customer orientation;
- Promotion of reading and lifelong learning;
• Electronic services and information provision;
• Public relations.

She went on to give an insight into the marketing strategies used. She got the participants excited by asking them to talk about “What made a pub popular?” A lot of reasons were suggested and it was agreed at the end that marketing was not just about advertising and campaigning, but more about good personal “service”, meeting demand with expertise in supply, flexibility, the ability to cope with the unusual, and interpersonal skills. She stressed that the correct attitude and commitment towards our users, who are indirectly our employers, rather than towards money, are the most important factors in marketing our services. She talked about why there was a need to market a product or service and how marketing can be put in context of our everyday lives, putting appropriate library leaflets listing relevant services in public places like hospital, supermarkets and elsewhere.

Dr Vogt looked at other concepts suggesting that marketing is “interaction”, “excellent frontline service”, user training, user participation and involvement, and promotion by “word of mouth”. She noted that statistics proved that every satisfied customer goes on to tell three other people, while every dissatisfied customer tells 11-13 other people. She backed this up with many interesting practical examples from her own experience. For instance, she spoke about the different strategies and projects she had used such as the “Reading in Bed” project with a mattress company in readership promotion campaigns, the “Reading Chicken” project which brought in about €5000, the “Library Wine” project, IFLA’s “Caterpillar” project, her collaboration with Amazon.com, and many other projects.

The last segment of her presentation focused on branding libraries. She noted that the brand is a quality promise and listed elements of a brand such as the brand name, label/logo, product design, packaging, slogans, brand awareness and consistent quality. She illustrated how she used the “Mystery Shopping” idea to improve their services. She ended her presentation with a slogan. At the end, participants were split into two groups to
discuss the Strengths and the Weaknesses of their libraries. The report of the group work is attached as Appendix II.

Comments/Questions & Answers
One participant asked if the statistics given by Dr Vogt - that every customer who is satisfied goes on to tell three other people whereas every customer who is dissatisfied goes on to tell 11-13 other people - was empirically proven. Her answer was that these were concepts derived from the social sciences and that they were internationally accepted statistics.

She was asked if she accepted partnering with any organization, irrespective of the “negative” message some partnerships, such as a tobacco/cigarette company, might create. Dr Vogt responded that they carefully selected their partners, taking into account criteria such as integrity and impact, in order not to give the wrong message.

Asked how she developed her ideas, she noted that she got ideas from staff and customers and from inspiration. She said that, because the library was always on her mind, she got ideas from different people and situations, both formally and informally.

Another question was whether her position as Director was tenured. Dr Vogt said it was not and that she could remain as Director until she retired.

In response to her idea that librarians should get input from customers and other sources rather than from library staff only, many librarians said they hardly had funding for book purchases and that their subventions were usually released once a year (timing not pre-determined), which made it difficult for them to plan properly or involve customers. It was however noted that in tertiary institutions lecturers are sometimes requested to fill suggestion slips for items which might take years to purchase, if at all, and therefore many lecturers no longer respond to such requests!

Dr Vogt was asked if she was free to spend the money received through fund-raising. The question was asked against the
background that most government-funded libraries said that policies in place killed the motivation to raise funds, because they were not allowed to spend such monies but had to return them to government coffers. She responded that she usually signed a Memorandum of Understanding with donors which made it clear that the money donated was to be spent on the library. Some Nigerian libraries said they had started getting around the problem by requesting “endowments” and donations in kind. One librarian shared how he had successfully lobbied his Vice Chancellor, so that 15% of internally generated funds were spent on the library.

At the end of the day, it was obvious that participants had gained a great many new ideas about how they could raise funds, lobby and advocate for library issues. Everybody went away with a renewed zeal that reflected Dr Vogt’s closing sentence “We can do it!”

Thursday, 24 April, 2008 (Morning session): “Lobbying, advocacy and fund-raising for development of libraries and information centres: the Kenyan experience” by Rosemary Gitachu, Chairperson, Kenyan Association of Library and Information Professionals (KLA).

The second day started at 9.00am with a session on “Lobbying, advocacy and fund-raising for the development of library and information centres: the Kenyan experience”, facilitated by Rosemary Gitachu, the Chairperson of KLA. Her session focused on:
- The legislative frameworks that created an enabling environment for the development of libraries in Kenya;
- The Kenyan experience in lobbying, advocacy and fund-raising using case studies of university libraries, the Kenyan National Library Services, the Kenyan Librarians and Information Services Consortium (KLISK) and the Kenyan Association of Library and Information Professionals (KLA).

Ms Gitachu started by emphasizing the need for librarians to adopt strategic directions such as lobbying, advocacy and fund-raising in order to survive the increased cutbacks in library funding. She
went on to define the key concepts, stressing that lobbying is a process of persuading or influencing those in decision-making positions in order to achieve a specific goal, while advocacy involves putting in place a set of targeted actions strategically directed at decision makers in support of a specific issue. Fundraising was defined as an organized activity or a specific instance of soliciting money or pledges, an ability to mobilize resources. Traditionally, librarians were involved in advocacy campaigns through publishing library brochures, leaflets, flyers, newsletters, bookmarks, T-shirts and caps, and needed to extend these to raise funds.

She shared with participants the enabling legal and statutory frameworks for development of libraries in Kenya. These are:

- The Constitution of Kenya and national planning documents, that give all citizens the right to access information;
- The Freedom of Information (FOI) Bill of 1999, Article 47 of the draft constitution of Kenya, which specifically talks about the right of the individual to information;
- The National Development Plans which recognize the importance of access to information;
- Various government reports.

Ms Gitachu talked about the involvement of librarians in formulating and implementing these policies. The involvement of the KLA in lobbying and advocacy had resulted in:

- Establishment of a first craft and diploma certificate in librarianship, archives and records management at the Kenya Polytechnic in 1973;
- Introduction of a mentoring programme for LIS students and young information professionals which sponsors their participation in national conferences;
- Commissioning of an annual award for the best graduating LIS student at Moi University, contributing to the curriculum and the establishment of the Faculty of Information Sciences at Moi University, Eldoret, Kenya;
- Involvement in the review of the terms and conditions of service of librarians working in the civil service, with the result that librarians can now rise to the highest post in the civil service;
• the Chairperson of KLA having a seat on the National Book Development Council of Kenya;
• KLA spearheading sub-regional cooperation in East Africa especially in capacity building;
• KLA having its own website through the support of INASP;
• Encouraging communities and lobbying constituency representatives to use their community development funds to develop libraries; and
• KLA involvement in development of curricula as well as in participating in key decision making organs.

She concluded by listing challenges (poor ICT infrastructure, the attitude of librarians, the lack of a legal framework and the political environment) that were impediments to effective lobbying, advocacy and fund-raising. She recommended that senior colleagues should take the lead, there should be more awareness of the value of libraries, LIS services should be proactively marketed; and channels such as the media, civil society and ICTs should be exploited.

Comments/Questions & Answers
A question was asked on whether librarians were involved in fund-raising in their day-to-day duties and if Ms Gitachu herself was allowed to spend the funds she raised in her university. This question resulted in a prolonged session during which participants gave examples of what prevailed in their organizations. In summary, public libraries, university libraries and all government institutions said there were policies that required them to pay all monies collected outside their budgets into government coffers and that policy prevented them from spending such monies. This was a major factor that discouraged them from raising funds and killed innovation and creativity. In recent times, the fact that librarians were being encouraged by government to embrace the public-private partnership model in developing their institutions was seen as a positive development. It was finally agreed that they could meet this challenge by trying to solicit help in kind.

As regards the Association, however, the President said that fund-raising was a high priority because, as a non-governmental
organization, it had to source funds for all its operations. The university librarians said they were involved in their institutions’ drive to raise funds and often did this with the Vice Chancellor.

There was another question, about whether university libraries had strategic plans; the situation differed from one university to another. Most librarians said that their strategic plans were written only within the framework of the university’s general ten-year strategic plan, as required by the National Universities Commission, and only a few had separate strategic plans for the library. It was stressed that the main issue was in ensuring the implementation of such strategic plans. Librarians were advised to lobby and advocate for full implementation of their plans.

A participant said that the political environment should be carefully analyzed before fund-raising activities were planned, in order to take into consideration the political sensitivities in the community. He gave examples of how he was warned not to use a particular speaker at a readership promotion campaign because of the political inclination of the speaker.

Another participant said it was reassuring that many of the issues in Kenya were the same as those in Nigeria and that the creative ways in which the KLA tackled some of these issues provided new insights into tackling some of the challenges in Nigeria. At the end, it was agreed that integrity was very important in fund-raising. The session concluded with group work, attached as Appendix III.


Mr Banjo started by examining the role of libraries as gateways. He posited that libraries which have embraced technology are empowered to use it as an effective tool for networking, resource-sharing and online data distribution, act more effectively as filters and signposts for their customers, and enhance their services by
deploying the use of the Internet. He noted that the concept of the world as a global village is a reflection of the re-definition and extension of the role of libraries in the context of the information society.

He then went on to examine libraries in Nigeria to determine if they could truly be regarded as gateways to information and democracy. He summed up the current state of libraries and information services in Nigeria by stating their salient features:

- insignificant investment in new technologies;
- inadequate current information resources in any format in most libraries;
- absence of resource sharing/networking services;
- grossly inadequate annual subventions;
- lack of a central coordinating body for library services;
- near-total absence of effective school libraries;
- absence of effective public library services in most communities and poor state of existing ones.

He acknowledged that librarians in Nigeria face significant challenges such as inadequate and erratic electric power supply, inadequate infrastructure, high costs of equipment and services, inadequate skilled personnel and inadequate funding. In spite of these challenges, he noted that in recent years, significant progress had been made in the telecommunications sector which had brought about the concept of a global village, use of ICT facilities in offices and homes and increased access to the Internet. There is also increased interest in the private sector and by international agencies in interventions in the LIS sector. Examples of these interventions are the MTN Foundation “Universities Connect” Library project in two universities, their “Schools Connect” project in some secondary schools and the World Bank book intervention scheme.

The presentation then focused on re-tooling and re-engineering Nigerian libraries to make them effective gateways to information and democracy. Mr Banjo suggested that to jump-start the process, the Federal Government should convene a national stakeholders meeting on the reform of library and information services and that this meeting should result in affirming the important role of libraries and approving a roadmap for their reform; a budget and
funding plan; approval of policies and guidelines on minimum standards; a review of the National Library’s statute; and the establishment of a National Commission to co-ordinate library services in Nigeria.

The last part of the presentation focused on advocacy for Nigerian libraries. He stressed that advocacy was important because it was in line with the Association’s objectives, there was fierce competition for government resources and there was increased availability of private sector support. He regretted that advocacy was not effectively used by the Nigerian library and information sector and listed some of the issues that require advocacy campaigns:

- Library reform;
- Establishment of a National Commission for Library and Information Services;
- Review and amendment of the National Library of Nigeria statute;
- Public library reform;
- Provision of school libraries; and
- Readership promotion campaigns.

In conclusion he urged the NLA to set up a Standing Committee to plan and co-ordinate advocacy campaigns and collect current statistical information on libraries; urged librarians to adopt more aggressive approaches in the struggle for greater allocation of resources, such as holding social events and sourcing funds from the private sector; and called for more regular training in advocacy and presentation skills for librarians. At the end of the presentation, participants were divided into four groups and requested to draw up an Action Plan (Attached as Appendix IV).

Comments/Questions and Answers
One participant commented that public libraries are like impaired orphans and that there was urgent need by all stakeholders to turn them into true “agents of change” because public libraries are the face of libraries in the society. He noted that good public libraries will have a ripple or multiplier effect on other types of libraries and help improve the image of libraries.
Another wanted to know if the resource person was aware of the situation where non-professional librarians were deployed as directors of public libraries and what to do to stop the trend. Mr Banjo responded that he was aware of the trend and that the Association had succeeded in resolving two such situations and was engaging with the other three States to resolve this further.

**Recommendations**
To conclude the workshop, participants agreed that the way forward should be:

- To convene a meeting of library and information professionals under the auspices of the Nigerian Library Association (NLA), the National Library of Nigeria (NLN) and the Librarians’ Registration Council of Nigeria (LRCN) to assess the situation with a view to re-inventing, re-engineering, re-branding and marketing of libraries, to affirm the important role of libraries and information centres in nation building and to declare a state of emergency in the sector;
- To urge the Federal Government of Nigeria to convene an urgent stakeholders meeting on the reform of the library and information sector;
- To advocate for the establishment of a National Commission for Library and Information Services which would coordinate library services in Nigeria;
- To solicit private sector support for development of the LIS sector by encouraging library and information science professionals to adopt the Public-Private Partnership model;
- To develop guidelines and minimum standards for all types of libraries. The guidelines should clearly state standards for staffing, funding and other resources, services including ICT services, continuing education requirements and so on. It would thereafter solicit the support of the LRCN and other regulatory agencies to put in place adequate monitoring and evaluation systems;
- To review the library school curriculum in collaboration with the LRCN;
- To promote Open Access and use of Free and Open Source Software in Nigerian libraries and information centres;
- To advocate deployment of ICTs in LIS work, and an enabling environment;
• To encourage the adoption of resource sharing and networking models in libraries. Libraries should collect statistics and other useful data in a standardized format which should be made available to a central collating body like the NLN or NLA;
• To publish manuals on advocacy, fund-raising and other relevant skills;
• To set up a standing committee of the NLA to handle advocacy, lobbying and fund-raising;
• To involve the media in all activities of the NLA and explore all opportunities to publicize the Association; and
• Librarians should be more politically conscious and play politics in order to be in decision making positions.

Conclusion
The workshop ended with very positive feedback from participants. They described the resource persons as knowledgeable, experienced and resourceful. There was renewed optimism amongst the participants that they could bring about changes in their libraries using the many ideas that the workshop generated. There was unanimous agreement that a follow-up workshop should be held in the near future to examine how much progress had been made by the libraries in using the lobbying, advocacy and fund-raising skills acquired. They urged the NLA to strengthen its networking and partnership with the Goethe-Institut and forge other collaborative networks with the KLA and other African library associations.

The participants gave an appropriate vote of thanks to all the resource persons and the NLA. Dr Vogt, in her response, said that she felt fulfilled, especially because of the high level of interaction and participation of the participants. She commented that she had expressed anxiety about low levels of participation because of some of her previous experiences while training, but that the participants had justified the position of the organizers that Nigeria would be different!
Getting it right! Successful library strategies
Branding and marketing for changing the image of libraries

Hannelore Vogt
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Programme
First Session: 11.00 a.m. – 1.30 p.m.
Presentation (with discussion):
Getting it right – successful library strategy: Best practice of the Würzburg Public Library

Workshop
Branding and marketing for changing the image of libraries
Topics (selection according to the wishes of the participants)
• Marketing management for libraries: an introduction;
• Branding;
• Sponsoring & Fund-raising;
• Customer-orientation;
  • Mystery shopping;
  • Complaint-management;
  • Focus groups;
  • Fifty tips for Customer-orientation.
• Change management.

Working Groups - Recommendations for formulating strategies in the library sector
Second Session: 2.30 p.m. - 5.30 p.m.
Presentation of the outcomes, final discussion
Materials

A1 Marketing is an attitude of mind.

What makes a pub popular? I mean permanently popular, not just briefly fashionable. Is it the result of advertising and campaigning? Rarely, or at least only for a short while.

What is essential is that supply meets demand, with expertise, good personal service, flexibility, the ability to cope with the unusual and, above all, interpersonal skill. If this works, then word of mouth takes care of the marketing to a great extent, if not totally. If marketing is not working at the service level, then all other marketing efforts are in vain and will achieve no more than passing results. As library professionals we may feel ourselves rather academic, but why would a public library be any different in this respect from a pub or other service?

The comparison with “my local” says something about my starting point – community librarianship. I am not saying that one can succeed with the same concept at New York’s 42nd Street Public Library. But most of the world’s libraries are community libraries. That also applies to the branches of big city libraries.

Marketing library service is a question not of money but of the philosophy, the attitude of mind that permeates an organisation, the entire staff. Goods are used, but service is experienced. The public image of a service within the community is born primarily out of the experiences of people. It crystallises gradually. The people who work in the library are the most important marketing resource. The deciding factors are our own attitudes, our commitment to the community, to the people who are, indirectly, our employers.

Why am I “marketing”?

When I am asked about the goals of my work, I define it something like this: to do my job in such a way that everyone is aware of the library and knows how to, and dares to, approach it and benefit from it. Note the word “aware”.

To inform is our basic duty. Tax payers have a right to know what services their money provides. Then it is up to them whether they
use the services or not. As well, we know that there are many happy and wise people who do not need libraries or read books. Yet it is important that they know about library services. Once I tried to suggest to a municipal councillor, an active and happy person, what she could use the library for, but all in vain. Still, this non-user is important for the library. It is vital what kind of image she has of the services, what she knows about them and what she tells other people. Even a non-user can be a promoter.

Marketing in context
To market services, information about them must be placed in the right context. Age group is not an appropriate context, but information needs and interests are. By “marketing in context” I mean providing information about the library outside the library, in situations where people find themselves aware of their individual needs. Why do I not use the term “targeted marketing”? Because it is dangerous to see people as targets. Information about library services must be integrated into people’s daily lives. I believe that natural infiltration is a more successful strategy than aggressive campaigning.

Let us take a few simple examples of what we could do: At least one parent of every child visits a children’s doctor. The staff there gladly distribute a small leaflet that says what the library can offer in support of child care. When a family goes to a marriage counsellor, facing divorce perhaps, they get a small leaflet listing appropriate books. When a business college has a course for future entrepreneurs, the library delivers small leaflets on how to start a business, on tax matters, on marketing, and so on. When the Women’s Institute, aiming to raise awareness of how to use plants from nature, arranges a drive in the market square, the library provides small leaflets telling the reader what it has available on the subject.

You will have noticed that I repeat the word “small”. These are not exhaustive (and exhausting) lists of material, but a few good tips: one A4 sheet at the most, preferably an A5, with contact information, a friendly greeting, an invitation for suggestions if there are shortcomings in the services, and so on.
When the local newspaper runs a special feature, on renovating your house for instance, there will also be a mention of what the library can offer. In the same way, the library gets mentioned when the local TV or radio does theme programmes. My next ambition is to establish email lists of local interest groups so as to reach them directly when we have something to tell them.

In each community there are always new opportunities to tell people about library services in context. This costs nothing but the awareness to spot the possibilities and the energy to grab them. When we reach a few interested people, the information will spread through them. These “secondary promoters” are actually more effective than the library staff – they are familiar experts in their field or hobby. It is false ambition to try doing everything yourself. Sometimes it is more effective to let others do it for us.

Marketing is interaction
As well as “context”, “interaction” is another keyword for me, both within the library and outside. Let me give an example from our library. The town’s library has resources no different from the average in the country, but its popularity, and the degree to which it is appreciated, are exceptional. Why? Because its staff are highly committed to the community and integrated into it in many areas of life. The success of this library compared with others like it, shows that attitude of mind is what matters.

Marketing services is not a separate function, it belongs to everyone. It is a way of working, a way of living. Every staff member is like a visiting card for the library, even outside working hours. If I meet new people in my town, in a pub perhaps, I always say where I work, and I know many of my colleagues do the same. Taxpayer-employers have a right to know who works for them, and it is good because the service gets a face and a name, so the barriers to using it become lower.

A central part of marketing the library is marketing the staff. Library directors should not hog the publicity. It is better for the library if more of the staff get known through mass media in the name of the library.
A key marketing position is the service frontline. Every meeting with a client, inside the library or outside, is a moment of truth and of opportunity. If the front line is ill-equipped, fancy strategies from headquarters come to nothing.

People on the service frontline should know as much as possible about the services, and much more than they need just to do their own job. The library wastes many windows of opportunity if the frontline job is seen narrowly as production line work. At its worst, this results in the marketing of rules rather than service. In addition, the service front line is in a key position as a spotter of shortcomings in the service, and conveys client feedback to the strategists at headquarters. Of course, user surveys are necessary every three or four years, but if the systematic collection of client feedback rests only on these, we lose a lot of valuable information or get it too late.

User training as marketing
A brilliant opportunity for marketing and developing services in interaction is the training in library use and information searching that is given to school classes and other groups, provided this training is not carried out in a stereotyped way and not centred around the librarian. For each group the needs of every participant should be assessed separately. Every visit should be based on interaction, where the librarian is receiving, not just teaching, or even preaching. When, for example, a teacher wants to encourage pupils to read more, all pupils will tell the library in advance what kinds of books or things they are interested in. On arriving they will receive a personal list of selected books according to their profile of interest. During the library visit the librarian will not lecture, but discuss with the pupils. After their visit the pupils will write their feedback in school, both about the visit itself and about the reading tips they received.

Marketing through user participation
When library users are genuinely and regularly involved in day-to-day user-education and other interactive situations, the cooperation between clients and staff often results in services developing. The library should, on all levels, encourage and stimulate its clients to participate in the development of the
library. There is enormous potential in our clients – and here I mean both non-users and users -- as developers and promoters of the library.

Take acquisition as an example. It is misguided ambition (or poor professional self-esteem) to think that we should master every aspect of acquisition except for perhaps allowing clients to make the odd suggestion.

Behind all our activities should be the intention to interact with our clients. The better the interactive network that we manage to create with our clients “who are the best experts on their own information needs and fields of interest” the better our service satisfies the users. The service improves, and promotion comes as a bonus: active clients tell others who are interested about what has been acquired, and all involved feel that this is their library.

**Word of mouth gets around**

When do I feel we’ve been successful in our service and marketing it? I do not measure success by saying that ten loans are registered for each inhabitant. These kinds of simple statistics are influenced by resources and many other factors. But I do feel satisfaction when I observe that positive reports have got around. Researchers since sociologist Paul Lazarsfeld in the 1950s agree that word of mouth influences our mental pictures and habits the most. I am pleased about clients who visit the library almost daily, but I am particularly happy when someone tells me that he has never been to the library before, and now has this problem, and a neighbour told him to come, that they know how to find the right information here, and the service is good. I also feel satisfaction when somebody living in the town brings her guest to the library and says she wants to show “our library that we are so proud of”. That is the target: getting people to feel that it is their library, and having them feel proud of it.

**A2 Portfolio Analysis**

1. **“Question Marks”** are a new generation of products. They require relatively high funding, if the still insignificant market position is to be substantially improved. One has to decide between aggressive market exploitation or retreat,
i.e. eliminate the product. Therefore it is very important to make a decision on whether the product is to be promoted, or removed from the market. But “question marks” offer a large chance, if you are successful, of increasing the market share strongly.

2. “Stars” are units with above average growth and a tendency towards a dominating market position. They are normally used well, but do not yet generate profit. They are the “the cash cows or milk cows of tomorrow”. In the beginning they require a high level of financial support, but because of their trend-setting nature, their position should be maintained or developed.

3. “Cash Cows” are products which have a good market position but small growth rates (success products). High demand and high conversion are typical for them. Examples in libraries could be crime fiction or events for children. In this segment the reduction of cost potentials (e.g. only acquisition of paperbacks within this range) would be an idea. These products secure the momentary success of the library and should be kept up to date.

4. “Dogs” are problem products. They have a low growth rate and a weak market position. It is recommended that their proportion in the product range should be substantially lowered or that they should be eliminated completely. In the context of the “poor dogs” the library should not ignore its special social, educational and cultural goals and should also think about the needs of minorities. But it must be said: better an effective offer within the core ranges, than offering “everything”, but nothing right. The market share - market growth position is easily manageable. For me it is important that the library has clearly defined target groups and goals, and distributes and spends money according to these ideas.
A3 Branding

Seven elements of a brand:
1. Brand name;
2. Label, logo, corporate design;
3. Product design;
4. “Packaging”;
5. Slogans;
6. Brand awareness;
7. Constant quality.

Exercise:
Please develop a model for branding public libraries in Nigeria. Use the “7 elements” for your model library. Group work with presentation. Use a separate card with every point.

A4 Recommendations for formulating strategies in the library sector

1. Set up a National Commission on Libraries: A permanent, independent and financially autonomous National Commission on Libraries should eventually be set up by the central government as a statutory body to address all the information and learning needs of the citizens. To launch the process in mission mode, a National Mission on Libraries should be set up immediately, for a period of three years. The Mission should subsequently be converted into a Permanent Commission.

2. Prepare a National Census of all libraries: A national census of all libraries should be prepared by undertaking a nation-wide survey. Collection of census data on libraries would provide baseline data for planning. The Task Force that has been set up by the Department of Culture for this purpose should be given financial and administrative support to implement this activity and complete the survey on a priority basis (within one year). Surveys of user needs and reading habits should be periodic at the national level as part of the National Sample Survey.
3. **Revamp LIS education, training and research facilities:** The proposed Mission/Commission on Libraries must assess, as soon as possible, the manpower requirements of the country in the area of LIS management, and take necessary steps to meet the country’s requirement through LIS education and training. To keep the LIS sector abreast of the latest developments, the necessary encouragement should be given to research after evaluating the status of research in this field. Establishing a well equipped institute for advanced training and research in library and information science and services would provide the necessary impetus for this task. Further details regarding the functions and organizational structure of the proposed Institute.

4. **Re-assess staffing of libraries:** In a changing context, it is necessary to assess the manpower requirements for different types of libraries and departments of library and information science, keeping in mind such factors as job descriptions, qualifications, designations, pay scale, career advancement and service conditions.

5. **Set up a Central Library Fund:** A specified percentage of the central and state education budgets must be earmarked for libraries. In addition, a Central Library Fund should be instituted for upgrading existing libraries over a period of 3-5 years. Initially, the value of funds from the government sector may be matched by the private sector through corporate philanthropy. This fund should be administered by the National Mission / Commission on Libraries.

6. **Modernize library management:** Libraries should be so organized and the staff so trained that they become relevant to user communities (including special groups) in every respect. To optimize resources, efforts should be made to synergize the strengths of different types of libraries through innovative collaboration. An outline for this modernization could include a model Library Charter, a list of services to be performed by libraries, and proposals for a library network and a National Repository for Bibliographic Records.

7. **Encourage greater community participation in library management:** It is necessary to involve different stakeholders and user groups in the managerial decision-making process of libraries. Public libraries must be run by local self-government
through committees representing users of the library. These committees should ensure local community involvement and should be autonomous enough to take independent decisions to conduct cultural and educational community based programmes. Libraries should integrate with all other knowledge-based activities in the local area to develop a community-based information system. In the rural sector, the responsibility for village libraries/Community Knowledge Centres must lie with local government. These should be set up in close proximity or on the premises of schools.

8. **Promote Information Communication Technology (ICT) applications in all libraries:** The catalogues of all libraries should be put on local, state and national websites with the necessary links. This will enable networking of different types of libraries and setting up of a National Repository of Bibliographic Records and a centralized, collaborative, virtual enquiry handling system using the latest ICTs. To enable equitable and universal access to knowledge resources, libraries should be encouraged to create more digital resources by digitizing relevant reading material in different languages, which can be shared at all levels. Peer-reviewed research papers resulting from publicly funded research should also be made available through Open Access channels, subject to copyright regulations. It is recommended that open standards and free and Open Source Software may be used for the above.

9. **Facilitate donation and maintenance of private collections:** There are numerous rich private and personal collections which need to be identified, documented and preserved for posterity. While there is a need to create a decentralized model for identification of personal collections, it is also necessary to sensitize organizations to receive and preserve donations of personal collections through a simplified process. The National Mission/Commission may set up a Committee on Private and Personal Collections chaired by an eminent scholar. Since special facilities for maintaining private/personal collections are not easily available, it is suggested that Ten Regional Centres with specific mandates be set up in different parts of the country for this purpose.
10. **Encourage public-private partnerships in LIS development:** Philanthropic organizations, industrial houses and other private agencies should be encouraged through fiscal incentives to support existing libraries or set up new libraries. The ingenuity of civil society may also be utilized for preparing the necessary infrastructure to meet the special ICT needs of the LIS sector.

**A5 Mystery Shopping Guidelines**

<table>
<thead>
<tr>
<th>1. Physical</th>
<th>Score / 10</th>
<th>Criteria and points to look for</th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Building</td>
<td></td>
<td>How well maintained? Graffiti removed? Welcoming exterior?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Customer Care</th>
<th>Score / 10</th>
<th>Criteria and points to look for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear where to join?</td>
<td></td>
<td>Coming in for the first time, would a customer know where to go/who to approach?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Stock &amp; Services</th>
<th>Score / 10</th>
<th>Criteria and points to look for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance between departments</td>
<td></td>
<td>Does space and stock allocated to each section seem planned or historical?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. ICT: Provision for People’s Network</th>
<th>Score / 10</th>
<th>Criteria and points to look for</th>
</tr>
</thead>
<tbody>
<tr>
<td>How prominently and suitably placed?</td>
<td></td>
<td>Is it clear that the service is provided? Signage, grouping of terminals etc</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Staff knowledge</th>
<th>Score / 10</th>
<th>Criteria and points to look for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask “Could you tell me the names of the local ward councillors and how it is possible to contact them?”</td>
<td></td>
<td>How attentive was the member of staff?</td>
</tr>
</tbody>
</table>
A6 50 Tips for Retaining Customers

Staff – the internal customer

1. Employees and colleagues are customers too: internal customers are just as important.
2. Create a service culture: each employee should be aware that he/she contributes to customer satisfaction.
3. Have a service vision: service and customer-orientation as the library’s “guiding principle”.
4. Complete participation: everyone is included in this philosophy, from management to staff.
5. Set down the service policy in writing: no instructions without exceptions; however, – every employee has the ability to overstep the rules for the benefit of customers.
6. Employees are “empowered”: They have the decision-making freedom to respond to customer needs in concrete situations.
7. Further training for employees: the Basis of Good Customer Care!
8. Hire “good” staff.
9. Reward loyalty: both customers and employees should receive recognition for their commitment to the library.
10. Measure performance: measure productivity and effectiveness with reference to standards and make the results public.
11. Mutual training: employees should be able to perform each other’s jobs.
12. Rotation: let employees also perform tasks from other areas in order to create a broader understanding of interconnections.
13. Create easy access: user-friendly technology and tools.
14. Customer-friendly telephone service: try calling your library – are callers really helped? Can you hear whether the person who answered the phone is smiling?
15. Flexible rules: the only rule is that the customer is king – support your staff in making independent decisions.

---

1 After Susan Walters
16. Suggestions for improvement: in particular, those employees with contact to customers should contribute their ideas.

17. Find out which employees are the customers’ favourites: identify the employees who interact best with customers and use them as examples.

18. Communication: communicative competency is a critical factor; continual personal training is essential.

19. Recognition and reward program for employees: do not just talk about problems, discuss positive evaluations on a systematic and routine basis.

20. Breaks: good customer contact is very demanding, so the employees involved need time to refresh their spirits.


Customer
22. Act in a consistent and fair manner: one does not always have to agree with the customer, but one should follow a consistent policy.

23. Keep service offers realistic: do not promise too much; disappointments have far-reaching consequences and positive surprises create greater customer loyalty.

24. The customer should benefit from the service: customers need more than just friendly service, they need solid, correct information.

25. High-tech with the human touch: high-tech makes the human touch and understanding customer support all the more important.

26. Talk to customers: always approach customers first and ask them what they are looking for, and offer assistance.

27. Everyday service management: how can it be made easier for the staff to serve customers?

28. The cost of a lost customer: all forms of positive support are important. Dissatisfied customers tell others about their dissatisfaction 11 times.

29. Monitoring of the competition: not only from other information providers, but monitoring of competition for public funding as well.

30. Market research: one can never have enough information about one’s customers.
31. Know users’ needs: learn about the information behaviour, wishes and expectations of users - keep up with changes.
32. Smile: it makes both you and your communication partner feel good.
33. Take customers seriously: every customer is individually important -- make sure they know it!
34. Cite customer experience in public relations work: case studies with real customers illustrate the quality of service best and the customers involved will appreciate this.
35. Customer groups: establish user councils or customer representative delegations and include them in your work.
36. Superior performance: average service is not enough, only the best is good enough for your library.
37. Let customers know that they are being cared for, for example, with mailing campaigns or greeting cards sent to selected supporters / sponsors.
38. Make results public: “Publicize” employee recognition and customer comments.
39. The crowning touch: always go the extra mile to provide the service you yourself would like to receive (24-hour service, information preparation, active information and so on.)
40. Slogan: come up with a powerful slogan that sums up your readiness to provide service and which customers can easily remember.
41. Negative feedback: challenge customers to submit critical comments.
42. Freedom from prejudice: take delight in the diversity of your customers.
43. Appearance and atmosphere: How are the library staff dressed? Is the library clean, are the media well organized? Look at the library through the eyes of a customer.
44. Comfort and attractiveness: furnishings and ergonomics of the work stations, light, design and so on.
45. Library terminology: avoid jargon (OPAC, RAK, URL, and so on).
46. Make service policy public: let the customer know that efforts are being made to achieve ideal customer satisfaction.
47. Customer education: every customer interaction simultaneously informs and educates about the services the library offers.

48. React appropriately to complaints: the first step should be to “accept” the customer’s irritation, listen carefully to her/him, assure her/him that everything possible is being done to resolve the problem, thank her/him for having complained.

49. Obtain customer reactions: acquire systematic information on what users / customers think of what the service offers and how they experience these services (surveys, user meetings, reply cards), and make the results public.

50. Age-specific customer orientation: customers need change at different stages of life.
A7 Working Sheet: ABC for library etiquette – for staff

Acceptance is an essential for social interaction

Cocktail, Cigarette and Chewing gum are reserved for our leisure time

Discipline and punctuality are more important than ever

Please complete in English!

A8 Marketing Workshop: My Marketing Plan

Short description of project:

Relationship to Strategic Plan of Library or Organization:

Environmental analysis:

Segmentation: Who are the customers that you will be targeting in this project? A separate marketing plan for each individual segment.
**Demand:** How many potential customers are there?

**Competition:** Who/what is the competition?

**Customer decision-making process:**
What will make the customers you have selected, decide to use your product/service?

These steps tell you that you need more information. Therefore, you are going to look at acquiring more information about your “target market.” You are going to do some hypothetical market research.

**Market Research:**
- **Secondary:** …think about your local school, Chamber of Commerce, or what information might be available that would be helpful.
- **Primary:** …is information that you must obtain yourselves. Marketers talk about focus groups, interviews and community forums. Those are qualitative forms of research. Quantitative information comes through surveys and polling.

- **Qualitative?**
- **Quantitative?**

**Marketing Goal(s):**
Marketing goals are broad, while objectives are quantitative. Here again, it is easier if you think about one segment of the market. It is a lesson in how to focus more precisely. The goal is not to develop new services in an area, but rather to develop service in a new area for one specific audience, such as senior citizens.

Objective:
Objective:
Objective:
Marketing Strategies:
After you have developed goals and objectives, please develop the marketing strategies for the marketing plan. The first strategy is concerned with the actual product or service that you are designing for the individual target market.

Describe your product or service:
- **Place is the first strategy;**
  - Where are you going to offer your product? Describe access to the service or product. How are you going to distribute your product or service? What distribution channels will you use? What hours will your library be open to provide service? Are you going to use electronic services?
- **Price is the third strategy;**
  - Price does not simply mean how much you are going to charge the customer. It does mean how you are going to pay for your product/service and where those funds will come from;
- **The fourth P in the traditional four Ps of marketing refers to promotion;**
  - How are you going to promote the new product or service? Can you outline your promotional programme?
- **The fifth P is Positioning;**
  - How are you going to position your new product or service? How does it add to the way your institution is perceived by the target audience? By the community as a whole?

Marketing Tactics:
This area identifies the action plan for every promotional program used to encourage the target audience to participate in your new product or service. While you discuss advertising programs, you also discuss public relations and promotional programs. The key element here is to identify the step-by-step process required to coordinate these efforts. This is the visible part of marketing. You are able to design each step in an effective way, because you have identified the correct segment or target audience, you have analyzed the decision-making process, and you have identified the marketing strategies in the appropriate way. Now, timing is the absolute key. You may think that you can do more than you really can. Also, deadlines are optimistic. If deadlines to produce
flyers or newspaper articles or advertisements are not met, the entire programme suffers.

- Identify public relations programme:
  - Promotional action steps;
  - Sales Programme;
  - Advertising Programme.

At the end of the session, a spokesperson for each group presents the project and marketing plan for the whole group.
LOBBYING, ADVOCACY AND FUND-RAISING FOR DEVELOPMENT OF LIBRARIES IN NIGERIA: SHARING EXPERIENCE FROM KENYA

Rosemary Gitachu

University Librarian, Daystar University
Chairperson, Kenya Library Association

OUTLINE

- Defining concepts: Lobbying, Advocacy, Fund-raising;
- Fund-raising process;
- Kenya experience: Enabling legal frameworks;
- Challenges;
- Recommendations.

Defining concepts

Lobbying: May be simply be defined as the process of persuading someone to act on one’s behalf on a particular issue

- Attempt to influence those with power to make decisions in favour of an individual or organization likely to be affected by a decision.
**Advocacy:** Embraces a much broader framework and purpose than lobbying
- Is a set of targeted actions directed at decision makers in support of a specific policy issue;
- It’s strategic and targets well designed activities to key stakeholders and decision makers.

**ADVOCACY DEFINED**
- Action Oriented Activities;
- Different strategies aimed at Decision Makers;
- Voices - Speaking on behalf of Others;
- Others are Involved to Make a Difference;
- Changing policies, positions, programs;
- Answers and Solutions;
- Communication;
- You and Me.

**Fund-raising Process**

**Fund-raising:** Organized activity or instance of raising funds or soliciting money or pledges for organizational projects and activities
- Ability to mobilize resources is a valuable skill for advocacy networks;
- An effective fund-raiser must set realistic goals based on the particular setting and advocacy issue;
- Fund-raisers know how to target particular contributors and develop persuasive appeals to reach them;
- Successful advocates use different methods:
  - Setting membership dues; soliciting in-kind donations (money, labour, equipment, office space, supplies);
  - Hold special fund-raising events e.g. dinners, raffles;
  - Seek corporate donations;
  - Hiring out equipment; selling advertising space in newsletters or other publications;
  - Develop fund-raising proposals & market them to potential donors.
Potential Donors

- Individuals; private sector companies (include multinational firms);
- Philanthropic/donor agencies; Foundations;
- Government-sponsored initiatives;
- Note: Donors usually have their own agenda. Some wish to support initiatives in communities in which they work. Find out.

Donors as Your Audience

- Certain types of info, language, presentation styles will elicit positive response from donors;
- A well run & efficiently managed organization or effort;
- Financial stability & budget info; examples of successful efforts; why work is important & necessary; achievements associated with previous contributions;
- A good strategy & reasonable chance of success.

KENYA EXPERIENCE

Enabling Legal Framework

- Constitution of Kenya & National Planning Policy signify right of access to information for all its citizens;
- National Development Plans (97-02; 03-07) recognize value for information resources management as effective means of institutionalizing systematic flow of, and access to such information in the country;
Government commits to support the development of libraries and information centres and other documentary sources.

CASE STUDIES

University Libraries in Kenya
- **Mission**: To support learning, teaching & research in the university;
- Can only be accomplished if good policies exist & library has qualified staff, an adequate and relevant collection to support curriculum and research activities;
- UL is part of the Senate & top management to lobby/influence policy change & implementation;
- Advocacy done through flyers, brochures, newsletters, in-house publications, print & e-media; the internet (library websites);
- Raise funds through students’ library fees; charges for overdue & lost lib materials; printing; binding; photocopying;
- UL has control over capital & recurrent library expenditure
- Library budget includes staff development (seminars, workshops, conferences);

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Daystar UL lobbied management to use income generated by library for related library development functions.

Kenya Commission of Higher Education
- **Mission**: To contribute to development of higher education system by ensuring efficient, quality education in Kenya;
- CHE policy guidelines for public & private universities state requirements for academic, library resources before approval of new academic programmes;
- States that Library’s annual budget should be at least 10% of total institutional operational budget & excludes staff emoluments, staff development, acquisition & maintenance of equipment;
- Challenge: Most Univ. libraries are not allocated the 10% by parent institutions. Need to lobby.

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Kenya Libraries and Information Services Consortium (KLISC)
- Created in 2003 as an initiative by librarians working in universities, research institutes, colleges and in government & NGOs;
- Had common problem: lack of adequate funds by individual institutions to subscribe to full-text online journals, delays in delivery;
- The consortium subscribes to various full-text journal online databases and negotiates for an annual fee that is shared among the members;
- Librarians lobbied parent institutions to commit funds;
- It’s self-sufficient in subscribing to electronic resources & cost effective success story of pulling like minds together to achieve a common goal.

Kenya National Library Services (KNLS)
- Established in 1965 by an Act of Parliament to promote, equip, manage, & develop libraries in Kenya;
- Acts both as a National and a Public library;

KNLS: Lobbying and advocacy
- Gender Advocacy for girls’ access to Wajir community library. A diverse multicultural environment. Lobbied local community members and NGOs for extension of library for the girls;
- Advocacy campaigns with the local communities for the use of the libraries through mobile donkey and camel libraries in arid & semi arid regions;
- Fund-raising through internet, external donors, local communities & NGOs.
Kenya Association of Lib & Info Professionals (KLA)
- Origin 1956 under East African Library Association;
- Officially registered as an association 1973;
- **Mission**: to encourage promotion, establishment and improvement of libraries, archives and document services;
- Lobby government to formulate and enact policies that promote access to information;
- Promote education & training, & development of professional competencies, for LIS professionals;
- Promote development of a reading culture and the creation of a knowledge society.

KLA: Lobbying and advocacy
- Lobbied government for the first craft & dip. Certificate course;
- Lobbied with government & contributed to the curriculum and establishment of Faculty of Information Sciences at Moi University, Eldoret, Kenya;

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- Lobbied for enactment of relevant policies in Kenya: KNLS Act; ICT policy; Communications Act;
- Lobbied with government on review of terms & conditions of service for librarians working in the civil service;
- Advocacy for professionalism in library practice through mentoring programmes. Liaises with library training institutions;
- Fund-raising through membership fees; annual conferences; sale of publications;
- Use of networks; identification & soliciting from like-minded donors; local resources mobilization (finance institutions; publishers; local & international NGOs & organizations);
- Use of KLA website www.klas.or.ke; newsletters, electronic mailing list to share information;
- Take advantage of local, regional & international professional forums to network/seek partnerships;

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• Lobbying & advocacy campaigns with MOE, & local communities for development of primary school libraries. Done through reading promotion project with schools;

**Challenges to effective lobbying, advocacy & fundraising**
• Complacency. Majority of librarians do not go beyond the library walls or faculties to influence change or lobby with the policy makers for issues affecting libraries & information services;
• Ignorance in terms of the existing policies and legislative legal frameworks;
• Parent institutions sideline/not fully supportive of lib development. For example, refusal by university top administrators to approve use of 10% as per CHE requirements on lib development;
• Lack of, or poor, ICT infrastructure denies librarians opportunity to take advantage of technology;
• Lack of awareness of the general public about their rights to information & government responsibility.

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**Recommendations**
• There is need for creating awareness about value of lobbying, advocacy & fund-raising for libraries & information services;
• Require goodwill & commitment by top policy organs of public & private institutions & organizations;
• Goodwill & commitment by librarians (ULs, directors, deans of faculties or schools of library & information science; other librarians in charge of libraries. & information services;
• Identify strategies to lobby community members & political leadership on library development issues;
• Exploit ICTs, media, & internet for advocacy and resources mobilization for library development.

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Lobbying, advocacy and fund-raising for libraries in Nigeria:

Workshop outcomes

A. Strengths and weaknesses of Nigerian libraries

1. **Strengths**
   Libraries in Nigeria have:
   - Highly qualified librarians;
   - capacity to train librarians locally;
   - a strong professional association, the Nigerian Library Association (NLA);
   - large numbers of potential users;
   - language of communication (English) that is international;
   - economic viability of users;
   - stable political environment.

2. **Weaknesses**
   These include:
   - Poor funding;
   - low self-esteem of librarians;
   - poor infrastructure (buildings, electricity and other resources);
   - poor reading culture (poor patronage);
   - inadequate staff;
   - low-level capacity building;
   - absence of an overall coordinating body such as a National Commission for Libraries;
   - lack of political will for library development;
   - inefficient library cooperation (pressure group);
   - no accurate and current data base.

B. Lobbying, advocacy and fundraising
   The four working groups were:
   1. University Libraries
   2. Public Libraries
   3. School Libraries
Each group was asked to address four questions:

- What enabling legal frameworks and policies exist for the development of library and information services in Nigeria?
- Discuss and agree on three effective lobbying, advocacy and fund-raising strategies that have been used by librarians to promote libraries in Nigeria.
- What challenges exist?
- Propose three strategies that librarians can use to redress the challenges.

The responses from the groups were:

1. **Universities, polytechnics and colleges of education libraries**

   **Legal Framework:**  
   University statutes

   **Strategies:**  
   - Endowments from the private sector such as banks, notable individuals;
   - interpersonal relationships with University authority, the Academic Staff Union of Universities (ASUU), Senate, Library Committee;
   - contact with alumni;
   - lobby international donor agencies and write good proposals;
   - lobby government intervention agencies such as the Education Trust Fund, National Universities Commission.

   **Challenges:**  
   - Infrastructure especially electric power;
   - institutional bureaucracy;
   - lack of delegation of authority by heads of libraries.

   **Solution to challenges:**  
   - A research division in the university library which writes proposals;
   - teaching lobbying, advocacy and fundraising in library schools;
   - creating database of donors.
2. Public libraries

Legal Frameworks:
- functions, composition, objectives stipulated by Library Governing Boards.

Strategies:
- Lobbying, advocacy and fund-raising (LAF);
- budgetary (financial allocation by relevant Government officials, legislative structures, federal executive for approval);
- awareness programmes on knowledge of library and information services;
- engaging in Public-Private Partnerships;
- networking.

Challenges:
- Bureaucracy;
- complacency on part of staff;
- obsolete & non-existent legal frameworks;
- lack of general awareness;
- poor infrastructures especially ICT.

Solution to challenges:
- Creating awareness amongst librarians and information professionals;
- capacity building;
- reviewing existing acts;
- Change!
3. School libraries

Legal Frameworks:
Usually school-specific, no general legal framework.

Strategies:
Grass-roots mobilization for improved political will for library development.

Challenges:
• Lack of qualified personnel;
• lack of political will;
• lack of accountability in respect of grants received;
• funds are allocated in statutory budget but not accessible!

Solution to challenges:
• Bottom-top library development plans;
• improving library service to justify demand.

4. Nigerian Library Association (NLA)

Legal frameworks:
• Corporate Affairs Commission (CAC) Act 1986;
• Librarians’ Registration Council of Nigeria (LRCN) Act 1995;
• Nigerian Library Association (NLA) Constitution;
• Constitution of the Federal Republic of Nigeria.

Strategies:
• Personal contact and correspondence (keep at it!);
• partnerships;
• conference fees, workshops, seminars, investments and other fund-raising strategies;
• awards;
• rewards and recognition.

Challenges:
• Poor awareness of value of libraries;
• lukewarm attitude of librarians;
• competition in attracting funding;
limited access to policy-makers;
- lack of strong lobby groups;
- time-consuming – building relationships.

**Solutions to challenges:**
- Intensive awareness campaign;
- re-orientation of librarians;
- establishment of a powerful lobby group for NLA (engagement of professional lobbyists);
- data bank of donors.

**C. Action plan**

1. **University libraries:**
   - Improve interpersonal relationships with the Academic Staff Union of Universities (ASUU), the Vice Chancellor, the Library Committee, the Senate and all decision makers;
   - invite non-librarians (important members of society) to attend Committee of University Librarians of Nigerian University meetings.

2. **Public libraries:**
   - Advocate for the establishment of a National Commission of Libraries;
   - engage in reviewing existing library Acts; the Federal Ministry of Education libraries would take the lead;
   - publicize library activities more;
   - develop a mentoring and leadership programme for young librarians;
   - urge the deployment of ICTs in their work;
   - urge libraries to participate more in the politics of their organizations without compromising standards;
   - improve library services and standards and engage in regular monitoring and evaluation;
   - make direct contact with important personalities in their localities.
3. **School libraries:**
   - Solicit more government intervention;
   - engage in high level advocacy by visiting key stakeholders such as SUBEB;
   - increase capacity building of school library personnel, especially in ICTs;
   - recruit more qualified personnel;
   - engage in more library promotion activities such as school quizzes, debates and similar activities to promote a reading culture;
   - sensitize relevant agencies for more budgetary allocations.

4. **NLA**
   - Convene a stakeholders meeting amongst LIS professionals to create awareness of the issues and agree a way forward;
   - convene a stakeholders meeting with the government to solicit support for the LIS sector and address the key issues;
   - advocate for the establishment of a National Commission for Libraries and Information Services;
   - form a strong lobby group within the association that would take the lead in fund-raising, image building and advocacy;
   - in view of the lukewarm attitude and apathy of many librarians towards the association, the NLA plans to give a pep talk during national conferences to young librarians to encourage them to be more active in the activities of the NLA and the profession;
   - partner more and engage with the press to publicize the association better;
   - increase capacity building opportunities for library professionals especially in ICTs, customer care, proposal writing, lobbying, advocacy and fund-raising;
   - engage more in Public-Private Partnership initiatives.
Lobbying, advocacy and fund-raising for Development of libraries and information centres: the Kenya experience

List of activities

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University Libraries: List of Activities
1. Interpersonal relations with Academic Staff Union of Universities (ASUU).
2. Seminars to highlight what constitutes weaknesses and strengths, to streamline capacity-building for University Librarians.
3. Improvement of services in the Library.
4. Regular training of library staff especially in the area of ICT. The management must train library staff on how to approach readers politely (customer relations).
5. Communication should be of a very high standard. There should be training on proposal writing.
6. Developing local collections reflecting important personalities such as Wole Soyinka, Chinua Achebe, past presidents and similar. Such people could also support the programme.

Public Libraries: List of Activities
1. Reviewing existing library acts and make them more relevant and responsive;
2. Creating awareness and publicity through innovative library programmes and exhibitions in the print and electronic media;
3. Mentoring and leadership development for young professionals;
4. Capacity-building especially in new Information Communication Technologies (ICTs), towards attaining global best practice case in the profession;
5. Understanding the working environment and engaging in the relevant politics without compromising standards;
6. Librarians should make themselves relevant and proactive in their organisations and work place;
7. Embarking on periodic monitoring, evaluation and assessment to ensure quality assurance in the profession;
8. Identifying with relevant people and organisations in the community for purposes of assistance and partnering;
9. Making direct contacts with relevant national and state government bodies (National and State Assemblies), and personalities that can positively impact the profession.

Nigeria Library Association (NLA): List of Activities
1. Stakeholders’ meeting to review the state of Library and Information Service (LIS) in Nigeria. This would be done through meeting of an inner caucus of the stakeholders representing the various sectors of libraries;
2. To pursue the formation of the National Commission for Libraries. This would be done by revisiting the draft copy of the Act earlier submitted to the Federal Government;
3. Formation of a lobby and advocacy group for NLA. The group would also be used for image building and publicity. This would be done by partnering with the media, private sector, banks, telecommunication companies and oil companies to carry out fundraising and workshop activities;
4. To have a pre-conference during the 2008 Annual General Meeting (AGM) of the NLA on the issue of the lukewarm attitude of librarians towards the profession. The topic will be “Re-branding the Librarian”;
5. Publicity and visibility of the members and activities by the Association by paying courtesy visits on Chief Executives and Heads of Media Houses. Press conference with journalists on current activities by the NLA.
Lobbying, advocacy and fund-raising for development of libraries and information centres: the Kenya experience.

School Libraries: Action Plan

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Activity One: Impact assessment of Government/other agencies’ intervention in school library development.

Objectives
To assess existing state of school library facilities and services

Participants
Nigerian School Library Association, UBEC, ETF, Civil Societies & Goethe-Institut

Expected Outcome
Availability of reliable school library database for proper planning

Time Frame
2 months across 6 geo-political zones

Remarks
Funded by UBEC, ETF, Goethe-Institut

Activity Two: High level advocacy meetings/visits with stakeholders, Presidency, UBEC, Ministry of Education & private sector

Objectives
To sensitize, mobilise and solicit support for school library development.
Participants
Nigerian School Library Association, UBEC, ETF, Civil Societies & Goethe-Institut and mass media

Expected Outcome
Greater awareness and support for school library development

Time Frame
6 months

Remarks
Funded by UBEC, ETF, Goethe-Institut, Telecomm. companies, banks, private sector

Activity Three: School library personnel capacity building

Objectives
Provide qualified staff to run effective school library services
Stimulate fundraising proposal writing skills.

Participants
School Library personnel

Expected Outcome
Available qualified school library personnel

Time Frame
2 years onwards

Remarks
FGN, UBE, private sector, IDPS
Activity Four: Library use promotional activities such as: quiz, essay competition, spelling, story telling, book fair, radio/TV jingles, meeting local authors

Objectives
To promote library use culture, literacy and oral communication.

Participants
Librarians, library users, parents, publishers, authors and other stakeholders

Expected Outcome
Increase library patronage and improved reading culture

Time Frame
Regular, continuous

Remarks
FGN, UBE, private sector, IDPS

Activity Five: Collection development

Objectives
Access to variety of learning resources and provision of teaching/learning pupil centre.

Participants
School libraries

Expected Outcome
Accessibility to more books, independent learning and life-long learning skills established in pupils

Time Frame
Continuous for 5 years

Remarks
FGN, UBE, private sector, IDPS
Activity Six: ICT capability

Objectives
To make school libraries ICT compliant; to equip pupils with skills for accessing information electronically.

Participants
Librarians, teachers, pupils and researchers

Expected Outcome
Improved access to information in various formats

Time Frame
1 year

Remarks
FGN, UBE, private sector, IDPS

Activity Seven: Evaluation of programme

Objectives
To assess overall impact of school library activities based on objectives raised.

Participants
Ministry of Education, NSLA, UBEC, ETF, Teachers, Librarians

Expected Outcome
Execution/implementation of quality library services

Time Frame
2 years

Remarks
FGN, UBE, private sector, IDPS
Abbreviations:
ETF – Education Trust Fund
NSLA – Nigeria School Library Association
UBEC – Universal Basic Education Commission
FGN – Federal Government of Nigeria
IDPS – Integrated Database Preparation System
LGEA – Local Government Education Authorities
Libraries as gateways to information and democracy

• Outline
  I. Libraries as gateways;
  II. Nigerian gateways?
  III. Re-tooling and re-engineering Nigerian gateways;
  IV. Library advocacy (an interactive session);
  V. Epilogue.

I - Libraries as gateways

• The characterization of libraries as “gateways" is a reflection of the re-definition and extension of the role of libraries in the context of the information society.

• “The information society can be pictured as a society that uses information intensively and in a way that is not constrained by time or space, a society where transactions of all sorts can be processed electronically, a society where working and living practices have been modified fundamentally by information, computers and telecommunications technology.” (B. O’Connor 1998)
The development of the information society is driven by parallel technological progress in a range of engineering and electronic fields (microprocessors, satellites, fibre optics, video, data compression, etc.) and also by the convergence of the computer industry, the telecommunications industry and the “content” or “knowledge” industries i.e. book and newspaper publishing, cinema, photographs and drawings, television, music and other sound recordings.

Technology convergence enables content in any combination of media, spoken word, music, still and moving images, numeric data and printed word to be built into new packages of information and distributed to users around the world via packaged disks, terrestrial or satellite broadcast media, computers or television sets.

Libraries which have embraced technology are empowered to:

- use it as an effective tool for networking, resource-sharing and on-line data distribution;
- act more effectively as filters and signposts to direct their customers to useful information; Banjo 2008

Public libraries which have embraced technology are able, because of their free service and wide accessibility for members of their communities, to act as local gateways to information and the promotion of democracy. “Constructive participation and the development of democracy depend on satisfactory education as well as free and unlimited access. Banjo 2008
to knowledge, thought, culture and information. The public library, the local gateway to knowledge, provides a basic condition for life-long learning, independent decision-making and cultural development of the individual and social groups.” IFLA/UNESCO Public Library Manifesto 1994.

In the evolving information era, technological advances are therefore redefining the form and content of library and information services and reaffirming their role as gateways to the information resources of the world.

“In the information era, the library must transcend its present role as producer and purveyor of knowledge and information by acting as a gateway to a wide range and variety of information resources and devices which are in a constant flux. This requires the recognition that quantity and availability do not necessarily guarantee quality and desirable information. In this information environment, libraries have to do more than act as hosts. As change agents, they have a role to play in converting data into information, information into knowledge and knowledge into wisdom by providing the means to seek a better future, an increasingly more enlightened world…” (IFLA 1999)

II - Nigerian gateways?

- set against the foregoing discussion, we will now examine the current state of libraries and information services in Nigeria to determine whether they can indeed be described as gateways to information and democracy in Nigeria.
- By 2010 Nigeria should have evolved into a sustainable Information Society where, among other things,
  - “information and decision support systems are used to support decision making in all the major sectors of the economy;
  - every man, woman and school child; village, government office and business can access information and knowledge resources through computers and telecommunications;
  - access is available to international, regional and national information highways …

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• information and knowledge are disseminated and used by business, the public at large . . .”
• That is the vision of the African Information Society Initiative (AISI) adopted in May 1996 by Nigeria and other African nations at a conference of the UN Economic Commission for Africa.
• It is fairly safe to say that Nigeria is not likely to have fully achieved that AISI vision on schedule. However, some significant progress is being made, such as:
  • Significant growth in the number of computer workstations in offices, industries, businesses, research institutions, homes and elsewhere.
  • Phenomenal growth of the telecommunication sector, and vast improvements in Nigeria’s access to telephone services by GSM operators and their achievements in developing a modern telecommunications infrastructure;
  • Growing increase in the number of individuals and corporate organizations with access to the internet.

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• Increase in IT applications in the business sector, particularly in the banking sector;
• Access to satellite broadcast which has given meaning to the concept of the world as a global village;
• However, inadequate and “epileptic” power supply remains one of the major handicaps to these developments, as also do the relatively high costs of equipments and services. Although the number of IT professionals in the hardware and software sectors of the industry is increasing, the quality of services still sometimes leaves much to be desired;
• Furthermore, given Nigeria’s size, its needs and its ambitions, it is fair to state that a lot of ground still remains to be covered in both the physical and technical senses.

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But, more to our purpose, the new technological advances are yet to be embraced in any significant way in the management:

- of Nigeria’s libraries and information services. Although it has, regrettably, not been possible for me to secure the empirical data to buttress this assertion in time for this presentation, I believe we are on firm grounds to make the following generalizations:
- Existing applications are extremely few and are still the exception rather than the rule;
- They are largely limited to libraries in tertiary institutions and special libraries;
- They are mainly used for providing uncomplicated Online Public Access Catalogues (OPAC), and access to CD-ROMs and the Internet;
- Crucially, the new technologies have not been used for developing a national networking or resource-sharing capability, nor have they been used for creating local web-sites or databases for distribution on the global information network, the internet;

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- The technological inadequacies of the current Nigerian library and information services sector aside, existing libraries are also grossly poorly resourced in the conventional paper format;
- Library services are generally absent in public primary and secondary schools. Consequently, millions of children whose education does not go beyond secondary education miss the opportunity of developing the information skills needed for self-development. Those who proceed into tertiary education, do so without having acquired the vital information skills required for studying at that level.
- Library resources in most tertiary institutions are far below the acceptable standards for teaching or research. A World Bank Book Intervention scheme has provided some improvements to the collections of some government owned universities. Also, under another ongoing initiative, the MTN Foundation’s “UniversitiesConnect” Library, two university libraries have each had specially installed state-of-the-art e-library equipment that includes: 125 networked computers,
At every level of Nigerian society therefore, library services for formal and informal education, policy-making, research and development, business, culture and recreation are grossly inadequate and uncoordinated.

- The National Library of Nigeria is burdened with the dual responsibilities of providing public library services in state branches spread all over Nigeria as well as the traditional national library functions of national bibliographic control. It therefore lacks the funds and capacity to provide the required leadership role for a national resource-sharing/networking service.

- The provision of public libraries is the responsibility of state and local governments. However, most communities in Nigeria, whether in urban or rural areas, lack public library services of any sort, while most of the existing ones are too poorly funded to be able to provide current publications and basic library services.

- In general, other types of libraries, whether catering for the needs of policy makers or researchers, are unable to offer effective services because of inadequate funding.

The sharp decline in library funding has its origins in the drastic reductions in government spending on social services following the devaluation of the Nigerian currency in the 1970s.

Consequently, many librarians advocated library cooperation and resource-sharing as ways of ensuring optimal utilization of the nation's scarce library resources. The issues were widely discussed at the 1974 Meeting of the working group on inter-library lending and the subsequent 1980 Conference on Cooperative Acquisition.

Following that conference, the National Library undertook to coordinate a national inter-library lending service. But the operation was, at best, small-scale, lacking wide support and it soon fizzled out.
To sum up, the following are the salient features of the current state of libraries and information services in Nigeria:

- Insignificant investment in new technologies
- Inadequate current information resources in any format in most libraries
- Absence of resource sharing/networking services
- Grossly inadequate annual subventions
- Lack of a central coordinating body for library services
- Near-total absence of effective school libraries
- Absence of effective public library services in most communities and the poor state of existing ones

III - Re-tooling and re-engineering Nigerian gateways

The task of reforming and re-positioning Nigeria’s libraries and information services for their anticipated role as the gateways to national and global information and knowledge in Nigeria’s emerging information society is urgent and difficult. It would require the commitment of library managers to a new vision of their profession, a re-inventing and re-branding of library services, the implementation of new policies for library development, massive investments in technologies and information resources, increased and regular funding and, crucially, government support.

To jump-start the reform process and underline its importance, it is imperative that the Federal Government should urgently convene a high-powered national stakeholders meeting on the reform of library and information services in Nigeria. The meeting should result in affirming the important role of library and information services as gateways to information and democracy in the emerging Nigerian information society and approve a roadmap of vital reforms for their
revitalization. It should also approve:

- A budget and funding plans for the reform programme;
- Policies and guidelines on minimum standards for library funding, resources and services;
- The urgent establishment of a National Commission to coordinate library services in Nigeria;
- The urgent review and amendment of the National Library’s statute to refocus its responsibilities in line with its new role as the hub for the national network of library and information services
- The National Commission for Libraries and Information Services would be responsible for carrying forward the plans and policies approved at the reform meeting and for advising the appropriate governments and agencies on their implementation. Thereafter, it should, among other things:
  - Monitor the implementation of standards of funding and services set for various libraries;

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- Establish an Endowment Fund to solicit grants and donations, to be utilized for supporting the execution of strategic projects;
- Plan, formulate, develop and recommend national guidelines on library services and advise governments on their implementation;
- Encourage private sector partnership in library development programmes;
- Collate, analyze and publish information relating to libraries in Nigeria;
- Appraise continually the inadequacies and deficiencies of information resources and services in Nigeria.
- The National Library of Nigeria would be the hub of the national network of libraries and information services and would be responsible for developing appropriate networking tools and services, e.g. online national union catalogue and inter-library lending services. Libraries connected to the network would be able to conserve their scarce resources by devoting them to satisfying the primary needs of their user community while the

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resources for satisfying their secondary needs are sourced from within the network. To accomplish its role as network facilitator and Nigeria’s library of last resort, the National Library would require sufficient funds to invest in:

- Information resources in a variety of formats; and
- Appropriate information and communication technologies and relevant software

- It is crucial that the importance of a viable school library system should be emphasized in the reform policies, in view of the importance of libraries in nurturing early reading and information handling skills. Appropriate recommendations should therefore be made to Federal, State and Local Government education authorities in this regard.

- Similar emphasis should be given to the urgent need for the reform of public libraries because of their unique role as the most accessible gateways to information and democracy for the vast majority of the people. Special funding should be procured to ensure that public libraries are able to provide access to the internet and offer internet skills training to the public

- Librarians of the new information era require skills in handling information in paper, electronic and digital formats and are required to act as change agents. Library schools would need to adjust their curricula for training new entrants to the library profession. Appropriate capacity building courses should also be arranged for the current library workforce.

- The President, NLA and the Director/CEO of the National Library of Nigeria would have a busy time employing state-of-the-art marketing, lobbying and advocacy skills to initiate and promote this reform agenda in the months ahead!

- The funds needed to implement the capital and recurrent requirements of these reforms would be very considerable and securing them would require the commitment and support of government at the Local, State and Federal levels, as well as that of the private sector. Possible sources of such funding for this project

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as a whole, or for relevant component parts, would include: the Education Trust Fund, the Petroleum Trust Development Fund, the MTN Foundation and the Niger Delta Development Commission, among others.

- The good news is that there are increasing signs that companies in the Nigerian private sector, particularly in the petroleum, telecommunications and banking sub-sectors, are now devoting large slices of their annual profits to supporting worthy projects, large and small, within their corporate social responsibility remits.

### IV - Library advocacy

- Advocacy has been described as “the process of turning passive support into educated action of stakeholders”
- It is used by library institutions and associations, among others, as a tool for mobilizing support for library services as a whole or for specific issues, e.g. for encouraging greater use of library services, support for increased funding for services, support for a new library legislation and similar concerns.

**Procedure for planning an advocacy campaign**

- Create an Action Plan
  - Goal/Objective
  - Target audiences
  - Key messages
  - Strategies and tactics for getting the message out
  - Budget
  - Campaign timetable

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• Sell the value of the campaign to members
• Look for sponsors, partners and funding
• Launching of the campaign
• Promoting the campaign

Exercise
• Create an action plan for a campaign mobilizing support for a proposal to establish a “National Commission For Libraries and Information Services.”

V - Epilogue
• “Presently the underdeveloped nations of the world are those which came late to the industrial revolution; the underdeveloped nations of the future will be those which come late to the information revolution”

Thank you!

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Libraries as gateways to information and democracy in Nigeria: strategies for improving networking and advocacy capacities in Nigeria.

Abstract

The presentation reviews the context in which libraries are being characterized as “gateways to information and democracy”; against that background, it highlights the current state of library and information services in Nigeria and discusses strategies for transforming them into a national network of library and information services for the information age.

The presentation closes with a brief interactive discussion on library advocacy and suggestions for its greater use as a promotional tool by the Nigerian Library Association.

Presentation notes

- Importance as a tool in Nigerian context;
- in keeping with NLA’s objectives;
- several issues requiring advocacy;
- fierce competition for government resources;
- increased availability of private sector support;
- relevance in current democratic order.

Lessons from Nigerian experience

- Not widely used;
- not properly used; need to adopt best practice;
- need to adopt more aggressive approaches in struggle for greater allocation of resources;
- need for current statistical information on libraries;
- need for regular training in advocacy and presentation skills;
- need for a Standing Committee of NLA Council to plan and co-ordinate campaigns;
• NLA President, Director/CEO National Library, Directors
  Public Libraries to arrange regular social events to which key
  partners from government and private sector are invited.

Issues requiring advocacy campaigns
• Library reform;
• establishment of Nat Commission for Lib & Info Services;
• review & amendment of National Lib statute;
• public library reform;
• school libraries provision;
• readership promotion campaigns.

Advocacy campaign planning procedure
1. Create an action plan
2. Goal/objective
3. Target audiences to be reached with message
4. Determine key messages:
   - most important thing you want audience to know
   - message to be repeated over and over in news releases
     etc.
   - should be short and easy to remember e.g. “there is no
     such thing as good education without good libraries”
   - should be designed to suit target audience – what do you
     want them to think? feel? Do? Feelings motivate people
     to act. That feeling may be compassion, concern, anger or
     joy. Aim at sparking a feeling.
5. Develop talking points – stories or examples supporting key
   message
6. Strategies and tactics for getting the message out
7. Newsletter
8. Website
9. Promotional material
10. Book marks, bags etc
11. Letters to editor/op. ed pieces
12. Radio, TV
13. Presentations
14. Draw up a budget
15. Convince your members of the value of the campaign
16. Look for sponsors, partners & funding
17. Launch the campaign
18. Promote the campaign
ATELIER SUR LE THÈME :
“DÉVELOPPEMENT DES BIBLIOTHÈQUES ET ACCÈS À L’INFORMATION POUR TOUS: QUELLE STRATÉGIE POUR L’AFRIQUE SUBSAHARIENNE?”

WORKSHOP ON THE THEME :
“DEVELOPMENT OF LIBRARIES AND ACCESS TO INFORMATION FOR ALL: STRATEGIES FOR SUB-SAHARAN AFRICA?”

Goethe-Institut Lomé, Togo
23 - 24.06.2008
Atelier sur le thème :
“Développement des bibliothèques et accès à l’information pour tous: Quelle stratégie pour l’Afrique subsaharienne?”

Workshop on the theme: “Development of libraries and access to information for all: strategies for sub-Saharan Africa?”

Goethe-Institut Lomé, Togo

PROGRAMME

23.06.2008

Mot de bienvenue du Dr Herwig Kempf, Directeur du Goethe-Institut Lomé / Word of welcome from Dr Herwig Kempf, Director of the Goethe-Institut, Lomé

Allocution de Mme Fiatuwo Gbiki-Benissan, Présidente de l’ATBAD/ Address by Mme Fiatuwo Gbiki-Benissan, President of ATBAD

Allocution de Son Excellence Monsieur Hubert Kolb, Ambassadeur de la République Fédérale d’Allemagne au Togo / Address by His Excellency M. Hubert Kolb, Ambassador of the Federal Republic of Germany to Togo

Discours d’ouverture de Son Excellence Monsieur Cornélius Aïdam, Ministre de la Communication, de la Culture et de la Formation Civique / Opening address by His Excellency M. Cornelius Aïdam, Minister of Communications, Culture and Civic Training

to information for all: challenges and strategies for Bénin”, by M. Francis Zogo, Director of the National Library, Bénin

Exposé : “Développement des bibliothèques et accès à l’information pour tous. Quelle stratégie pour l’Afrique subsaharienne ?” par le Prof. Mbaye Thiam, Professeur d’Archivistique à l’Ecole de Bibliothécaires, Archivistes et Documentalistes (EBAD), Université Cheikh Anta DIOP de Dakar Sénégal / Presentation: “Development of libraries and access to information for all: what strategy for sub-Saharan Africa?” by Professor Mbaye Thiam, Professor of Archival Studies, School for Librarians, Archivists and Researchers (EBAD), Sheik Anta DIOP University, Dakar, Sénégal.

Discussion

Exposé : “Accès à l’information dans les bibliothèques allemandes: état actuel, stratégies, projets, politiques” par Prof. Dr. Hans-Christoph Hobohm, Professeur de bibliothéconomie à l’Université des Sciences Appliquées Potsdam (Allemagne) / Presentation: Access to information in German libraries: current situation, strategies, projects and politics, by Prof. Dr. Hans-Christoph Hobohm, Professor of Library Management at the University of Applied Sciences, Potsdam (Germany)

Discussion

24.06.2008

Formation de trois commissions/ Formation of three working groups:

1. Contraintes et exigences du développement des bibliothèques/ Constraints and demands on the development of libraries

2. Plaidoyer pour les bibliothèques et centres d’information documentaire/ Advocacy for libraries and information centres
3. Stratégies et contenus pour une politique nationale de développement des bibliothèques et centres d’information documentaire / Strategies and content for a national development policy for libraries and information centres

Travail en commissions / Working Groups

Présentation des résultats du travail des commissions / Presentation of the outcomes from the Working Groups

Discussion

Présentation et adoption du rapport final / Presentation and adoption of the final report

Remerciements / Thanks

Remise des attestations de participation par le Dr. Herwig Kempf, Directeur du Goethe-Institut Lomé / Presentation of Certificates of Attendance by Dr Herwig Kempf, Director, Goethe-Institut, Lomé
RAPPORT FINAL DU SEMINAIRE INTERNATIONAL

Motion de Remerciement
Les participants au séminaire régional sur le thème :

Développement des bibliothèques et accès à l’information pour tous – Quelle stratégie pour l’Afrique subsaharienne ? » réunis les 23 et 24 juin 2008, tiennent à remercier :

- L’Ambassade d’Allemagne pour une attention soutenue à L’Association Togolaise des Bibliothécaires, Archivistes et Documentalistes (ATBAD)
- L’Institut Goethe et en particulier son Directeur M. Herwig KEMPF pour les facilités et les commodités apportées pour la parfaite réussite de ces assises.

Nos remerciements vont également aux conférenciers: Prof. Mbaye THIAM, Prof. Dr. HOBOHM Hans-Christoph et M. ZOGO Francis qui n’ont ménagé aucun effort pour partager leurs connaissances et expériences en matière des Sciences de l’Information.

L’ATBAD souhaite que ce genre de rencontre d’échange et de partage se poursuive et saisit l’opportunité qui lui est offerte pour souhaiter un bon retour à chacun.

Fait à Lomé, le 24 juin 2008

Les participants

Plan

Introduction
1. Introduction des travaux;
2. Cérémonie officielle;
3. Déroulement des travaux.

Le Goethe-Institut de Lomé a organisé en collaboration avec l’Association Togolaise des Bibliothécaires, Archivistes
et Documentalistes (ATBAD) un séminaire sur le thème : Développement des bibliothèques et accès à l’information pour tous- Quelle stratégie pour l’Afrique subsaharienne ?

Cette rencontre a réuni une trentaine de participants venus d’Allemagne, du Bénin, de la Côte d’Ivoire, du Sénégal et du Togo. La cérémonie officielle d’ouverture a eu lieu le 23 juin 2008 à la salle de conférence du Goethe-Institut sous la présidence de Monsieur Cornélius AIDAM, Ministre de la Communication, de la Culture et de la Formation Civique.

Quatre intervenants ont marqué la cérémonie. Le Directeur de l’Institut a souhaité la bienvenue aux participants et aux invités. Son allocution a été suivie par celles de la Présidente de l’ATBAD, Mme GBIKPI , de Son Excellence M. ‘Ambassadeur d’Allemagne et de Son Excellence Monsieur le Ministre de la Communication, de la Culture et de la Formation Civique, qui a ouvert les travaux.

Introduction
Déroulement des travaux

Les travaux se sont déroulés le lundi 23 juin 2008 et le mardi 24 juin 2008 dans la salle de Conférence de l’Institut Goethe. Dans son allocution d’ouverture, le Ministre de la Communication s’est réjoui de la tenue dudit séminaire qui s’inscrit dans la politique du gouvernement en matière de la promotion de la lecture.


1. La communication de M. Zogo a porté sur le développement des bibliothèques et l’accès à l’information pour tous: défis et stratégies du Bénin. Il nous a présenté l’environnement documentaire du Bénin en spécifiant pour chaque structure documentaire patrimoniale de recherche les défis, stratégies et réalisations. Dans un deuxième temps, il nous a présenté les lacunes du système afin d’en dégager les propositions pour les perspectives futures.
2. Le Professeur Thiam a rappelé dans un premier temps les Objectifs du Millénaire pour le Développement avant de passer à l’indexation du titre du séminaire pour en dégager l’importance de l’élaboration d’une stratégie de développement des bibliothèques et centres d’information documentaires.

A l’heure de la mondialisation, les bibliothèques représentent un outil indispensable pour répondre aux enjeux économiques tels que la lutte contre le sous-développement, aux des enjeux politiques tels que la lutte pour la démocratie et la transparence, et enfin aux enjeux culturels tels que la lutte pour le nouvel ordre mondial de l’information et de la communication. (NOMIC). «Un homme informé est un citoyen alors qu’un homme non informé est un sujet».

Cependant, le contexte africain montre des déficits structurels, matériels en infrastructure. À cela s’ajoutent les déficits scientifiques et humains. Le professeur a souligné les rôles et responsabilités partagés tant du point de vue des politiques que celui des professionnels documentaires. Par ailleurs il est important de remarquer que servir son public est une chose, cependant travailler sur les non-utilisateurs relève d’une stratégie. À cet effet, il est impératif d’y incorporer une approche marketing puisque selon le professeur “Il vaut mieux faire une bonne communication qu’un bon catalogue sur lequel on ne communique pas”.

3. Communication du Prof. Dr Hobohm.
Il a présenté le paysage documentaire de l’Allemagne. Ainsi, il a débuté sa communication en nous présentant les quatre niveaux de bibliothèques qui sont organisés en fonction des besoins des différents types de population. Il a présenté les fonctions des bibliothèques et leurs services. Ces tableaux ont mis en exergue les différences de vision entre les bibliothécaires et les utilisateurs. Ces différences ont amené les bibliothèques à proposer de nouvelles initiatives et de nouveaux modes d’accès à l’information.
Une discussion s’est ensuivie et les intervenants ont demandé des éclaircissements sur les zones d’ombre qui ont meublé les trois communications.

Trois commissions ont été mises sur pied.
1) la Commission n°1 devrait identifier les contraintes et les exigences du développement des bibliothèques du Togo;
2) la Commission n°2 devrait élaborer un plaidoyer pour les bibliothèques et centres d’information documentaire;
3) la Commission n°3 a planché sur les stratégies et contenus pour une politique nationale de développement des bibliothèques et centres d’information documentaire.

Aux termes de la restitution des travaux des commissions en plénière des contraintes, les exigences, le plaidoyer et les stratégies ont été adoptés. Des recommandations et résolutions ont été adoptées.

Les recommandations et résolutions sont annexées au présent rapport général.

24.06.2008


Plan

Contraintes
- Insuffisances de vision politique nationale;
- Contraintes juridiques et réglementaires;
- Infrastructures;
- Insuffisances des ressources humaines - matérielles et financières;
- Problèmes de positionnement institutionnel et social;
- Cloisonnement – isolement;
- Partenariat.
Exigences

- Politique nationale;
- Dispositifs réglementaires;
- Programme nationale d’infrastructures;
- Formation et recrutement;
- Plaidoyer (secrétaires généraux des ministères);
- Partenariat régional et international (DANIDA, ALP, INFLA, UNESCO);
- Vie associative (Fondation FORD, OIF, UE, CTA);
- Groupe de pression pour la continuation des projets engagés.

A. Contraintes

1. Insuffisance de vision d’une politique nationale entraînant une nécessité d’implication des professionnels du domaine de l’information pour aboutir à une vision partagée avec les autorités de tutelle d’une politique nationale;
2. Existence des textes ou biens;
3. Obsolescence des textes, donc nécessité de réformes et de réaménagements de ceux-ci;
4. En effet les sociétés de communication et d’information évoluent en parallèle des aspects techniques;
5. Enfin une adéquation entre la demande et l’offre;
6. Amendement du cadre juridique et réglementaire;

Infrastructures

7. C’est une nécessité, car rien ne sert d’avoir des contenus sans contenants;
8. Elles participent à la mise en valeur du fonds et du travail de bibliothécaire;

Insuffisance des ressources

9. L’Importance de la qualification des ressources humaines;
10. L’Importance des ressources matérielles et financières;

Problèmes de positionnement

11. Institutionnel;
   - Réseau hiérarchisé (BN / BPI ...);
   - Hiérarchisation représentative et administrative;
   - Ouverture des champs de possibilités;
12. Social : avoir une reconnaissance dans la société, par exemple professionnel, médiathécaire, mémoire nationale, médiateurs de l’information, facilitateur d’accès au savoir et d’accompagnement des enseignants;

**Cloisonnement, isolement**


**Partenariats**

Types d’établissement afin d’élèver le nombre des membres;
- Améliorer les moyens;
- Maturations des compétences, des moyens et des possibilités d’action, par exemple un catalogue collectif.

**B. Exigences**
- Politique nationale;
- Dispositifs réglementaires;
- Ministères;
- Programmation du développement d’infrastructure, normes de civilisation;
- Prendre en compte l’existant et l’environnement.

**Ressources humaines**
- Formation, recrutement;
- Nécessité de cursus (formation diplômante et continue);
- Recrutement par concours, nécessité d’avoir des définitions de mode de sélection des candidats;
- Budget:
  - infrastructures et matérielles (normes);
  - fonctionnement : salaire et consommables;
  - acquisition;
  - formation, mission;
  - animation, mobilisation.

**Plaidoyer (argumentaires) pour les bibliothèques et les centres de documentation au Togo et en Afrique**
- Plaidoyer
  - au niveau institutionnel (recherche de la norme ISO);
  - au niveau du grand public (- mobilisation des utilisateurs-communication et lobbying).
Partenariat régional institutionnel

- prise de position pour connaître les forces et les faiblesses de son institution;
- avoir un partenariat au niveau africain ou local;
- mutualisation des compétences, confrontation des problèmes;
- groupes de réflexion;
- régional;
- qu’est-ce que les bibliothèques peuvent faire?
- travailler dans une optique de projet structural;
- travailler dans un cadre régional, ne pas cloisonner;
- inviter des décideurs pour faire bouger les choses;
- développement avec les institutions et organisations internationales: IFLA, UNESCO, Coopération Allemande et Française, OIF, Union Européenne, Fondation Ford;
- ne pas oublier de flatter les ministères en leur proposant d’ausculter leur problème et de proposer des solutions.

Stratégies et contenus pour une politique nationale de développement des bibliothèques au Togo

- Organisation d’un congrès régional tous les deux ans;
- Pour simuler la recherche scientifique;
- Ne pas oublier d’ouvrir les thématiques aux institutions politiques afin de les impliquer;
- Organisation de la Journée internationale des archives;
- Conférences: thèmes pratiques liés aux spécificités;
- Sensibilisation dans les écoles: travailler en partenariat avec les écoles pour les sensibiliser aux livres, afin de mettre en valeur les progrès des étudiants.
Plan:

I. Définition d’une unité d’information documentaire.

II. Place et rôle des CID dans le développement d’un pays;
   1. CID comme axe de bonne gouvernance;
   2. Les CID comme grenier du savoir;
   3. CID comme mine d’informations;
   4. CID comme source de loisirs.

III. Stratégies pour le développement des systèmes d’information
   1. Système des CID;
   2. Dispositifs.

IV. Conclusion.

I. Définition
On entend par Centres d’Information Documentaire (CID), les bibliothèques, les Centres de Documentation et les dépôts d’archives. Ces CID ont une importance dans le développement d’une nation. En effet, les CID dont la vocation est la collecte, le traitement et la diffusion ont un rôle prépondérant dans le développement d’un pays.

II. Place et rôle des CID dans le développement d’un pays
   1. Les CID comme axe de bonne gouvernance
      • Transparence;
      • Lutte contre la corruption;
      • Développement des performances administratives;
      • Démocratie.
   2. Les CID comme grenier de savoir pour relever les défis des OMD
      • Éducation pour tous. Citation de Jules Ferry : “On peut tout faire pour l’école, pour le lycée ou pour l’université; si après il n’y a pas de bibliothèque on aura rien fait”; 
      • Santé;
      • Autosuffisance alimentaire.
3. CID comme mine d’informations
   • Recherche d’information scientifique et technique;
   • Information culturelle;
   • Information politique.
4. CID Comme source de loisirs
   • Développement des infrastructures sportives;
   • Sport;
   • Médiathèque.

III. Stratégies pour le développement des systèmes d’information
1. Système des CID
   • Archivistes;
   • Bibliothécaires;
   • Documentalistes.
1.1 Harmonisation
1.2 Interconnexion des systèmes (TIC)
   • Dispositifs;
   • Marketing;
   • Lobbying;
   • Plaidoyer.
2. Dispositifs
   • Communication institutionnelle;
   • Communication associative;
   • Communication entre partenariats (national et international).

IV. Conclusion
Au vue de ce qui précède, l’enjeu est de taille et pour atteindre les objectifs du MD, il faut nécessairement prendre en compte les CID pour relever les défis qui nous interpellent tous.
Commission 3: Stratégies et contenus pour une politique nationale de développement des bibliothèques et des centres d’information documentaire au Togo et en Afrique

(Composée de 10 membres, a pour Président de séance Monsieur SAKA et pour Rapporteur Madame AGBA.)

1. Faire l’état des lieux des bibliothèques
   Forces, Atouts
   - Compétences (professionnelles);
   - Volonté (de travailler, de promouvoir la profession);
   - Structures existante (à réhabiliter);
   - Existence d’une association (ATBAD);
   - Les partenaires IFLA, CIA ... qui ont des représentation ou réseaux dans la sous-région.

   Faiblesses/Déficits
   - Insuffisance des textes juridiques;
   - Déficit des ressources humaines, matérielles et financières. Au Togo, on n’envoie plus les gens à l’EBAD
   - Manque de motivation;
   - Absence de politique nationale de développement de l’information;
   - Faiblesse des responsables nationaux à proposer des projets aux partenaires;
   - Isolement des professionnels.

2. Sensibilisation des décideurs et partenaires
   - Faire participer les décideurs et partenaires aux différents projets (plaidoyer, lobbying, marketing (que les décideurs sachent ce qu’ils gagneraient en investissant dans la bibliothèque);
   - Importance de la fonction archives;
   - Positionnement social: regard des personnes sur l’image de notre profession;
   - C’est à nous qu’il appartient de promouvoir la profession;
   - Elaboration de manifestes: vision, un slogan (quelle est la valeur ajoutée)
• La promotion:
  • visite des lieux par des journées portes ouvertes;
  • animation (organiser des causeries-débat);
  • prospectus…
• La communication:
  • élaboration de manifestes - publier un document;
  • organisation de rencontres;
  • slogans;
  • émissions radio/télévision.
• Marketing;
• Lobbying.

3. Amélioration de l’Environnement juridique et administratif

Indicateurs de performances
• Elaboration des textes
  • loi de bibliothèque et centre d’information documentaires;
  • loi sur le dépôt légal;
  • statuts des professionnels;
  • textes réglementaires.

Textes réglementaires pour fixer les attributions d’une bibliothèque

4. Valorisation de la profession
• Rôle moteur de l’ATBAD
  • formation continue;
  • respects du texte de l’association.

Recommandations

1. Recommandations relatives aux professionnels
  • Formation continue en rapport avec les TIC, les Bases de données comme CDS-ISIS, WINISISS, les logiciels libres;
  • Définition d’un cadre juridique de la profession (statuts, loi sur les archives, dépôt légal);
  • Déontologie de la profession;
  • Rencontres d’échange sur le plan national et international (ATBAD, Le MONO);
• Redorer l’image du professionnel en organisant des causeries-débats, des émissions radio/télévision, des journées portes ouvertes;
• Elaboration d’un manifeste à publier.

2. Recommandations à l’endroit des décideurs ou des pouvoirs publics
• Réhabilitation des CID existants ou qui n’existent pas encore;
• Plus de moyens financiers, humains, matériels et techniques pour les CID;
• Définition claire de la politique de l’information scientifique et technique au Togo (IST) et dans les autres pays de la sous-région;
• Création d’une Délégation Générale de l’Information Scientifique et Technique (IST);
• Création et promotion des CID dans les administrations en prévoyant dans les budgets nationaux l’allocation de fonds substantiels;
• Faciliter la définition d’une stratégie d’harmonisation et de fédération des actions des autres pays de la CEDEAO ou de l’UEMOA pour une meilleure circulation de l’information;
• Octroi de bourses pour la formation de tous les cycles.
WORKSHOP REPORT: Extract and Main outcomes

Working Group 1: Identification of constraints and requirements for the development of libraries and access to information in Togo and sub-Saharan Africa.

Outline

Constraints
- Inadequate vision of a national policy;
- legal and regulatory constraints;
- infrastructures;
- insufficient human, material and financial resources;
- problems with regard to institutional and social positioning;
- barriers – isolation;
- partnerships.

Requirements
- National policy;
- regulatory measures;
- national infrastructures programme;
- training and recruitment;
- advocacy (general secretaries in government departments);
- regional and international partnership (DANIDA\(^1\), ALP\(^2\), IFLA\(^3\), UNESCO\(^4\));
- associations (Ford Foundation, OIF\(^5\), EU, CTA\(^6\));
- pressure group to continue projects that have been undertaken.

A. Constraints
1. Inadequate vision of national policy, motivating the need to involve professionals from the field of information so that a shared vision regarding a national policy may be reached with the authorities in charge of national policy;
2. existence or not of texts;

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\(^1\) Danish International Development Agency  
\(^2\) African Leadership Partners  
\(^3\) International Federation of Library Associations and Institutions  
\(^4\) United Nations Educational Scientific and Cultural Organisation  
\(^5\) International Organization of La Francophonie  
\(^6\) Centre for Agricultural and Rural Cooperation
3. obsolescence of texts; thus, there is a need to reform and reorganize these texts;
4. communications and information firms are indeed developing parallel to technical advances;
5. balance between supply and demand;
6. amendment of the legal and regulatory framework;

**Infrastructures**
7. This is a necessity as content means nothing without something to hold it;
8. infrastructures contribute to increasing the value of the capital and the work of a librarian;

**Insufficient resources**
9. Importance of the qualification of human resources;
10. importance of material and financial resources;

**Positioning problems**
11. Institutional;
   - hierarchical network (BN / BPI ...);
   - representative and administrative hierarchical organization;
   - opening up the range of possibilities;
12. Social: to be recognised in society, as for example: professional, librarian, national memory, information intermediary, facilitators of access to knowledge, and support for teachers;

**Barriers, isolation**
13. Need for comparison, interaction, dialogue.

**Partnerships**
[Different]Types of institutions in order to increase the number of members;
   - improve means and methods;
   - development and growth of skills, means and possibilities for action: for example: a joint catalogue.
B. Requirements

- National policy;
- regulatory measures;
- government departments;
- planning for infrastructure development, civilized standards;
- take into account what exists, and the environment.

**Human resources**

- Training, recruitment;
- Need for degree courses (certificate courses and continuing training);
- Recruitment by competitive entry examinations, need to define selection criteria for candidates;
- Budget:
  - infrastructure and physical resources and equipment (standards);
  - operational: salaries and consumables;
  - acquisition;
  - training, mission;
  - organization, mobilization.

Advocacy (based on argument) for libraries and documentation centres in Togo and in Africa

- Advocacy
  - at institutional level (research ISO standards);
  - with regard to the public (mobilize users; communication and lobbying).

**Institutional partnership at regional level**

- Take a stand to determine the strengths and weaknesses in one’s institution;
- Have African and local partnerships;
- Reciprocity of skills, comparison of problems;
- “Think tanks”;  
- Regional;
- What can libraries do?
- Work within a structured plan;
- Work within a regional framework, without compartmentalisation;
- Invite decision-makers to get things going;
• Progress with international institutions and organizations: IFLA, UNESCO, German and French Cooperation, OIF, European Union, FORD Foundation;
• Do not forget to make ministries feel good by understanding their problem and putting forward solutions.

Strategies and substance of a national development policy for libraries in Togo
• Organize a regional conference every two years to stimulate scientific research;
• Make sure to open up topics to political institutions in order to involve them;
• Set up International Archives Day;
• Conferences: practical topics linked to specific issues;
• Create an awareness in schools: work in partnership with schools in order to create an awareness on books and to improve the progress of the students.

Working group 2: Advocacy for libraries and resource centres (RCs) in Togo and in Africa

Outline
I. Definition of a resource unit;
II. Place and role of RCs in the development of a country:
   1. RCs as the central support of good governance;
   2. RCs as storehouses of knowledge;
   3. RCs as sources of information;
   4. RCs as resources for leisure.
III. Strategies for the development of information systems
   1. RC systems;
   2. Equipment;
IV. Conclusion.

I. Definition
Resource Centres (RCs) comprise libraries, documentation centres and archives. These RCs are important in a nation’s development. Indeed, resource centres whose mission is the collection, processing and dissemination of information, play a dominant role in the development of a country.
II. Place and role of RCs in a country’s development

1. RCs as the central support of good governance:
   - transparency;
   - fight against corruption;
   - development of administrative performance;
   - democracy.

2. RCs as storehouses of knowledge to address the challenge of the MDGs:
   - education for all. Quote from Jules Ferry: “We can do everything for the primary school, the high school or the university; if, after all that, there is no library, we will have achieved nothing”;
   - health;
   - self-sufficiency with regard to food.

3. RCs as sources of information:
   - scientific and technical information;
   - cultural information;
   - political information.

4. RCs as resources for leisure:
   - development of infrastructure for sports;
   - sport;
   - multimedia library.

III. Strategies for the development of information systems

1. Systems for RCs:
   - Archivists;
   - Librarians;
   - Documentalists;

1.1 Alignment;

1.2 Interconnectivity of systems (ICT);
   - Plan of action;
   - Marketing;
   - Lobbying;
   - Advocacy.

2. Plan of action:
   - Institutional communication;
   - Communication with associates;
   - Communication with partners (national and international).
IV. Conclusion

In view of what has been said above, the stakes are high. In order to achieve the MDGs, it is necessary to include RCs for meeting the challenges that face us all.

Working group 3: Strategies and substance of a national policy for the development of libraries and resource centres in Togo and in Africa.

1. Taking stock of libraries

Strengths/ Assets
- Skills (professional);
- Will (to work, to promote the profession);
- Existing structures (to be renovated);
- Existence of an association (ATBAD7);
- IFLA, CIA8 partners: numbers and networks in the sub-region.

Weaknesses/Deficiencies
- Insufficient legal texts;
- Insufficient human, material and financial resources.
  People in Togo are no longer sent to EBAD9;
- Lack of motivation;
- No national information development policy;
- Failure of those in charge at national level to propose projects to partners;
- Professional isolation.

7 Association Togolaise des Bibliothécaires, Archivistes et Documentalistes (Togo Association of Librarians, Archivists and Researchers)
8 International Council on Archives
9 École de Bibliothécaires, Archivistes et Documentalistes (School for Librarians, Archivists and Researchers)
2. Creating an awareness with decision-makers and partners
   - Involve decision-makers and partners in different projects: advocacy, lobbying, marketing (make decision-makers aware of what they stand to gain if they invest in libraries);
   - Importance of archives;
   - Positioning in society: how people see the image of our profession: it is our task to promote the profession;
   - Development of manifestos: vision, slogan (what value is added);
   - Promotion:
     - visiting places by means of Open Days;
     - activities (organise discussions);
     - pamphlets.
   - Communication:
     - develop a manifesto for publication;
     - organise gatherings and meetings;
     - slogans;
     - radio/television broadcasts.
   - Marketing;
   - Lobbying.

3. Improve the legislative and administrative environment
   Performance indicators;
   - Draw up documents:
     - Law pertaining to libraries and resource centres;
     - Legal deposit legislation;
     - Statutes for professionals;
     - Regulatory documents to stipulate a library’s functions.

4. Develop the profession
   - Driving role of ATBAD:
     - continuing training;
     - compliance with the association’s documents.
Workshop recommendations

1. Recommendations to professionals
   - Ongoing training in the fields of ICT and databases such as CDS-ISIS, WINISISS and free software;
   - Define a legal framework for the profession (articles of association, law pertaining to archiving, legal deposit legislation);
   - Code of professional ethics;
   - Exchange meetings on a national and international level (ATBAD, MONO);
   - Restore the image of professionals through informal debate, radio/television broadcasts, open days;
   - Draw up a manifesto for publication.

2. Recommendations to decision-makers and public authorities
   - Restore existing RCs and establish those that do not yet exist;
   - More financial, human, material and technical resources for RCs;
   - Clearly define a Scientific and Technical Information (STI) policy in Togo and in the other countries of the sub-region;
   - Establish a Scientific and Technical Information (STI) representative body;
   - Establish and promote RCs with local governments by making provision for substantial funds in the national budget;
   - Facilitate a strategy for harmonisation and confederation of actions in other ECOWAS and WAEMU countries in order to better disseminate information;
   - Grant bursaries for courses at all levels.
INTRODUCTION

Nous sommes réunis ici ce jour autour d’un thème qui met en exergue l’importance et le rôle des bibliothèques dans la société de l’information qui se construit inexorablement. L’information de nos jours est l’alpha et l’oméga. Elle détermine le quotidien de notre vie.

L’homme est en quête perpétuelle de l’information et nos habitudes journalières le prouvent bien. Combien de gens avant de sortir sont collés à leur poste de radio ou de télévision pour s’enquérir du temps qu’il fera. D’autres se ruent dans les bibliothèques, les centres de documentation, les dépôts d’archives pour assouvir leur soif en information.

Les bibliothèques et les services d’information jouent un rôle clé dans l’accès aux ressources documentaires indispensables. Leur action favorise le développement économique et social, contribue au maintien de la liberté intellectuelle, à la préservation des valeurs démocratiques et des droits civils.
Les bibliothèques et les services d’information accueillent leurs utilisateurs sans distinction d’âge, de sexe, de statut professionnel ou économique, de degré d’alphabétisation, d’aptitudes techniques, mentales ou physiques, quelle que soit leur origine culturelle ou ethnique, leur appartenance religieuse ou politique, leur préférence sexuelle. Ouverts à tous, les bibliothèques sont les lieux privilégiés pour accéder à tout ce dont on a besoin.

Mes propos de ce matin porteront sur les défis et stratégies au Bénin pour assurer l’accès à tous. Les lacunes et perspectives clôtureront ma présentation.

[The next 20 slides illustrate in tabular format the challenges and strategies of the existing situation in categories 1-5 summarised below. Please refer to the CD for the full presentation – Ed.]

Situation Existante: Défis; Stratégies; Réalisations.

1. Structures documentaires patrimoniales et de recherche
2. Structures de lecture publique
3. Centres de pré-Archivage et de Documentation des Institutions et Ministères de la République
4. Les structures documentaires d’appui à l’Education nationale
5. Les Technologies de l’Information et de la Communication

La politique du gouvernement béninois pour assurer le libre accès à tous à l’information a permis un développement des bibliothèques. Depuis 2006, avec le changement, 26 bibliothèques ou points d’information ont vu le jour. Le plan de développement des bibliothèques de lecture publique adopté en décembre dernier lors du forum sur la culture vient confirmer la volonté du gouvernement béninois d’assurer l’accès à l’information pour tous au Bénin.

Mais ce programme connaît quelques imperfections qu’il convient d’apporter un développement harmonieux de la politique de l’accès pour tous à l’information.

[Please refer to the CD for the next six slides in tabular format as summarised below – Ed.]
Lacunes & Approches de solutions

- Cadre juridique
  1. Structures documentaires patrimoniales et de recherche
  2. Structures de lecture publique
  3. Centres de pré-Archivage et de Documentation des Institutions et Ministères de la République
  4. Les structures documentaires d’appui à l’Éducation nationale
  5. Les Technologies de l’information et de la Communication

CONCLUSION

Le rôle des bibliothèques dans notre société de l’information n’est plus à démontrer. Aujourd’hui plus qu’hier, elles restent et demeurent le lieu par excellence où l’information est organisée et diffusée à toute personne sans discrimination de sexe, de race, de religion, etc. Le droit à l’information est aujourd’hui un droit inaliénable, un droit constitutionnel que tout État sérieux doit garantir à ses populations. C’est un devoir républicain que le gouvernement béninois s’acharne à s’acquitter en offrant à son peuple et à tout étranger qui y séjourne un environnement documentaire que je viens de vous présenter.

Zogo 2008
assurer la formation continue des professionnels en fonction le recrutement
de nouveaux professionnels pour les structures qui en sont dépourvues et la
création de nouvelles structures;

financer le fonctionnement, l’acquisition des documents pour les bibliothèques
afin de faciliter l’accès à l’information, etc.

Le programme d’accès à l’information pour tous que le gouvernement béninois a
mis sur pied gagnerait à être corrigé pour assurer un véritable accès à l’information à
tous les Béninois. La mise en œuvre de ce programme pourra connaître des difficultés
avec la hausse généralisée des prix des produits de première consommation. La
famine qui pointe à l’horizon risque de prendre le pas sur ce programme qui pourtant
devra être une priorité dans notre société d’information, car “ventre affamé n’a point
besoin d’information”.

Je vous remercie

Zogo 2008
Développement des bibliothèques et accès à l’information pour tous: Quelle stratégie pour l’Afrique subsaharienne ?

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Il est ainsi apparu un peu partout, au delà des modalités politiques et économiques, une volonté politique plus affirmée, de prendre en compte la “variable information documentaire” dans les stratégies de bonne gouvernance pour le développement. Cet engagement est perceptible à travers des réalisations concrètes, attestées par des investissements dans le domaine des infrastructures (Mali, Bénin, Sénégal), et dans la mise en œuvre de programmes et projets au bénéfice des archives, des bibliothèques et de la documentation. On note également une
tendance forte à la promulgation de dispositifs réglementaires et juridiques pour encadrer aussi bien la fonction que la profession d’information documentaire.

Cette tendance favorable, appuyée souvent par la coopération internationale bilatérale et multilatérale, est en train de créer et de consolider les bases d’une fonction documentaire désormais comprise comme un facteur efficient de valeur ajoutée pour le développement intégral. Elle s’inscrit globalement dans des politiques de patrimoine plus dynamiques. Envisageant le développement comme un processus infini avec un soubassement culturel évident, les décideurs ont commencé à le penser comme une composante pour la pérennisation du patrimoine de chaque peuple, entendu, selon Amadou Mokhtar Mbow, comme “l’ensemble des legs du passé, enrichi de génération en génération, et que préservent et renouvellent les hommes et les femmes d’aujourd’hui, dont il fonde une part importante de l’identité. Le patrimoine donne ainsi sa spécificité à tout peuple ; il définit une ère culturelle, un type de civilisation. Il est à la fois matériel et immatériel”

Dans cette perspective, les bibliothèques et autres centres d’information documentaire, apparaissent comme l’un des maillons essentiels pour mettre en œuvre des politiques de patrimoine cohérentes, pour la défense de l’identité culturelle africaine, pour la démocratisation de nos sociétés modernes et surtout pour enregistrer des acquis dans la lutte contre le sous développement.

La mondialisation et la société de l’information constituent à cet égard des environnements qui rendent cette démarche plus exigeante. Une telle vision comprend un certain nombre d’exigences, de contraintes qui sont autant de préalables qui en conditionnent les avantages attendus.

Le contexte
En organisant du 16 au 18 Novembre 2005 à Tunis (Tunisie) l’épilogue de la deuxième phase du sommet mondial pour la société de
l’information, l’Organisation des Nations Unies a franchi un pas essentiel dans la systématisation de la “société de l’information et du partage des savoirs”. Réunis essentiellement pour d’une part “définir une vision commune et partagée de la société de l’information” et d’autre part “réduire la fracture numérique entre info riches et info pauvres”, les participants au SMSI ont, par delà les multiples contributions, ateliers, communication et mémorandums, adopté deux documents fondamentaux qui sont:
- la déclaration de principe pour la société de l’information; et
- le plan d’action pour la société de l’information.


En intégrant ce processus, les pays africains ont conçu, validé et proposé de manière consensuelle, une perspective africaine de la société de l’information à travers plusieurs fora. Ils ont fondé notamment leur stratégie de participation au SMSI autour des exigences suivantes:
- Une société de l’information au service des “objectifs de développement du millénaire” fixés par les Nations Unies autour des axes centraux que sont le développement durable, le partage équitable du savoir (cf. le rôle des bibliothèques) et l’éradication de la pauvreté;
- Une société de l’information “ouverte et multidimensionnelle”, comprenant les gouvernements, le secteur privé, la société civile, les organisations internationales et régionales;
- Une société de l’information “inclusive”, tendue vers la réduction du fossé numérique et surtout la prise en compte de toutes les langues sur la toile, particulièrement celles de l’Afrique;
- Une société de l’information qui favorise “l’unité africaine par l’intégration” de ses différents pôles et cercles concentriques en

1 SMSI; http://www.wsis.org
2 http://www.itu.int/wsis/index-fr.html
s’appuyant notamment sur les Technologies de l’Information et de la Communication (TIC);

- Une société de l’information favorable à une “gouvernance de l’internet” démocratique et ouverte;
- Une société de l’information prenant en compte les “particularités des groupes vulnérables (jeunes, femmes) et les médias perçus comme des instruments essentiels d’une communication diversifiée;

Si la société de l’information est marquée par des convergences solides, elle y comporte aussi des divergences que soulignent amplement les caractéristiques de la mondialisation.

**Contexte international et caractéristiques de la société de l’information**

Le contexte international est marqué, depuis le début des années 2000 essentiellement par l’impact multiforme et les conséquences du phénomène de la “globalisation/mondialisation” sur l’ensemble des actes de la vie des individus et des collectivités. La Société de l’Information apparaît ainsi comme une mosaïque avec ses acquis et ses orientations.

**Les acquis :** en transformant le monde en “village planétaire”, la SI a construit une toile (worldwide web /www) dont l’outil principal, l’internet, a décloisonné l’horizon de toutes les sociétés. Il a favorisé l’éclosion de moyens et outils de communications diversifiées au service des collectivités, dans des performances jamais égales dans l’histoire des hommes. Structurés de manière relationnelle par le canal des technologies de l’information et de la communication, les réseaux modernes de communication (presse écrite, radio, télévision, internet, etc) fournissent aux hommes des moyens d’échange, de découverte et de partage de ressources aux avantages certains; on peut relever parmi ceux-ci:
Les sciences de l’information ont largement bénéficié de cette tendance. En effet, elles sont apparues naturellement comme le prolongement des TIC. Alors que les sceptiques pronostiquaient, au début des années 1980, la disparition des bibliothèques et de leurs agents au profit de futurs «cyberespaces” et “cyberthécaires”, les professionnels de l’information documentaire ont vite démontré leurs capacités d’adaptation et d’appropriation des TIC.

Aujourd’hui, à côté des centres ordinaires, des bibliothèques et centres de ressources virtuelles concourent de plus en plus à la circulation de l’information sous toutes ses formes et contenus. Mieux, cette nouvelle orientation est en train de changer les paradigmes de la discipline telle qu’elle est enseignée et de la pratique du métier de bibliothécaire. Désormais les indicateurs de la profession insistent aussi bien sur les compétences que sur les mécanismes de médiation. Or ces derniers sont de plus en plus fonction du support technologique, de la diversité des profils des clientèles et des exigences de la SI entre autres.

Etat des lieux des bib en Afrique : Bib et Bibliothécaires dans la SI
En proclamant un partenariat avec la Fédération Internationale des Associations de Bibliothécaires et des Bibliothèques (IFLA), son Manifeste de novembre 1994 sur la bibliothèque publique, l’UNESCO énonçait, entre autres certitudes et recommandations “sa conviction que la bibliothèque publique est une force vivante au service de l’éducation, de la culture et de l’information et un moyen essentiel d’élever dans les esprits les défenses de la paix et de contribuer au progrès spirituel de l’humanité”. Conçue comme un service public, la bibliothèque est considérée, aux
yeux des signataires de ce document, un espace de diffusion, de circulation d’informations et de connaissances” aux services d’utilisateurs aux profils divers. Selon ses différents types, elle doit répondre aux exigences suivantes.

Les fonctions
- Fonction de communication (Diffusion): médiation scientifique et culturelle;
- Fonction d’animation: élargissement des clientèles des Bibliothèques; les aspects genres; les publics vulnérables (spécifiques); (l’information à la base: les traditions orales); l’alphabétisation fonctionnelle;
- Fonction sociale : la bibliothèque : lieu de socialisation; expositions; conférences; visites guidées des élèves; séances de lecture publique.

La clientèle en réseau
- Selon les environnements: bibliothèques scolaires, publiques, universitaires, spécialisées;
- Politiques clientèles: marketing et management des bibliothèques; études sur les utilisateurs; politiques de fidélisation par des services adaptées.

Services aux usagers
- Modalités des services;
- Manuel de procédures de la gestion des utilisateurs;
- Indicateurs de performances des bibliothèques.

Missions

Organisation
- Organisation en réseau;
- Organisation administrative;
- Coopération et partenariat : Réseau de bibliothèques, technologie de l’information et de la communication et gestion des bibliothèques.
Législation, réglementation
• Loi sur le livre;
• Statut des professionnels de l’information documentaire;
• Réglementation de l’accès aux connaissances.

Ressources humaines
• Formation des bibliothécaires: Niveaux, modalités; ressources de la formation.

Réseaux coopératifs:
• Réseaux internationaux: IFLA;
• Réseaux spéciaux.

Problématique de l’accès

Définition et compréhension du principe d’accès
• Volonté politique de développer le livre et la lecture;
  • Définition d’une politique du livre et de la lecture;
  • Loi sur le livre;
  • Loi sur la BN et la lecture publique.
• Politique culturelle et politique de patrimoine;
  • Les BP dans la politique de patrimoine documentaire;
  • Réseau de Bib. Publiques et leurs fonctions.
• Place du livre dans une politique de patrimoine;
  • Politique du livre;
  • Promotion de l’édition;
  • Droit d’auteur et droits voisins;
  • Diffusion (Librairie).
• Les enjeux
  • Enjeux structurels, culturels, économiques, politiques;
  • Enjeux technologiques;
  • Enjeux professionnels: vie associative.
Accès à l’information dans les bibliothèques allemandes: état actuel, stratégies, projets, politiques

Dr. Hans-Christoph Hobohm
Professeur de bibliothéconomie, Université des Sciences Appliquées Potsdam, Allemagne
hobohm@fh-potsdam.de

Qu’est-ce qui vous attend?

- Tour d’horizon;
- Bibliothèques publiques;
- Bibliothèques universitaires;
- Projets;
- Discussion politique;
- Stratégies.

Il était une fois

- Un satellite russe (1957);
- Le choc;
- Des rapports;
- Des plans;
- Des systèmes;

Hobohm 2008
Le système de centres d’information
16 centres d’information et de documentation pour couvrir toutes les matières
- Établissement de la documentation;
- Subvention fédérale de la production des bases de données;
- La naissance des bibliothèques numériques (avant la lettre).

Plan de bibliothèques 1973
Décrit une structure à quatre niveaux:
1. Bibliothèques publiques dans des villages ou des petites communes besoins fondamentaux
2. Bibliothèques publiques dans des grandes villes besoins élevés
3. Bibliothèques régionales et universitaires, bibliothèques spécialisées besoins spécialisés
4. Bibliothèques à importance nationale (Frankfurt, Berlin, München + 4 bibliothèques centrales spécialisées) besoins encore plus spécialisés

Réaffirmé 20 ans après: „Bibliotheken ’93“ normes et standards sans grand résultat

<table>
<thead>
<tr>
<th></th>
<th>habitants</th>
<th>biblio.</th>
<th>documents</th>
<th>prêt</th>
<th>heures d’ouv</th>
<th>clients</th>
<th>visiteurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>financement public</td>
<td>82 mio.</td>
<td>5.500</td>
<td>100 mio.</td>
<td>300 mio.</td>
<td>3,4 mio.</td>
<td>6,5 mio.</td>
<td>101 mio.</td>
</tr>
<tr>
<td>+ autres institutions</td>
<td>10.300</td>
<td>122 mio.</td>
<td>350 mio.</td>
<td>4,6 mio.</td>
<td>8,1 mio.</td>
<td>117 mio.</td>
<td></td>
</tr>
</tbody>
</table>

Évolution des services...

“Sur quels services la bibliothèque devrait-elle – d’après vous – mettre plus l’accent dans les années à venir?”

(échelle à 6 niveaux, pourcentage de réponses des deux valeurs les plus élevées)

- événements;
- valorisation;
- formation;
- prêts.

Le leitmotiv pour la discussion sur les bibliothèques publiques:
“Changement de paradigme!”

PISA Programme for International Student Assessment
Compétence de Lecture Pisa2003
22,3% des élèves allemands ne sont pas capables de lire des textes simples; par contre 9,6% sont compétents au niveau le plus élevé en lecture

Hobohm 2008
Pourcentage d’élèves qui disent “Je n’aime pas lire”:

Nouvelles initiatives, nouvelles idées
- Ex.: Stadtbibliothek Chemnitz: “Das Tietz”;
- Dans le même immeuble:
  - Un grand magasin;
  - L’université populaire;
  - Un café;
  - Deux musées.
- Design: “life-style” prêter plus d’attention à l’ambiance;
- Sujets: “jeunesse & musique”.

Nouveaux modes d’accès à l’information
- Projets en coopération avec les écoles: alphabétisation et lecture;
- Travail social;
- Nouveaux “médias”: des livres vivants;
- Coopérations avec les universités populaires dans de nouveaux bâtiments.

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Bibliothèques des niveaux 3+4 (2006)

<table>
<thead>
<tr>
<th></th>
<th>biblio.</th>
<th>documents</th>
<th>prêts</th>
<th>dépenses totales en €</th>
<th>dépenses acqu. en €</th>
<th>personnel</th>
<th>nombre de postes</th>
<th>clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. nationales</td>
<td>5</td>
<td>39 mio.</td>
<td>4,5 mio.</td>
<td>163 mio.</td>
<td>39 mio.</td>
<td>2.109</td>
<td>159.156</td>
<td></td>
</tr>
<tr>
<td>b. régionales</td>
<td>31</td>
<td>15 mio.</td>
<td>8,5 mio.</td>
<td>69 mio.</td>
<td>8,8 mio.</td>
<td>1.039</td>
<td>288.728</td>
<td></td>
</tr>
<tr>
<td>b. univ.</td>
<td>79</td>
<td>148 mio.</td>
<td>53,8 mio.</td>
<td>432 mio.</td>
<td>164,8 mio.</td>
<td>7.022</td>
<td>1.814.950</td>
<td></td>
</tr>
<tr>
<td>b. IUP etc.</td>
<td>117</td>
<td>14 mio.</td>
<td>13,6 mio.</td>
<td>55 mio.</td>
<td>21,6 mio.</td>
<td>979</td>
<td>531.940</td>
<td></td>
</tr>
<tr>
<td>b. spéc. (2003)</td>
<td>302</td>
<td>25 mio.</td>
<td>2 mio.</td>
<td>-</td>
<td>21,5 mio.</td>
<td>1.192</td>
<td>393.924</td>
<td></td>
</tr>
</tbody>
</table>

Les bibliothèques régionales, universitaires et spécialisées
- Sont sous la tutelle des Länder (dépt.)
- Et ne bénéficient pas de législations obligatoires non plus
- En plus elles souffrent de la “crise des journaux”

Budget d’une BU moyenne bavaroise par rapport aux indices des prix à la consommation

Le leitmotiv de la discussion sur les bibliothèques universitaires:
Les étudiants et l’information spécialisée numérique (www.stefi.de)
“Compétence d’information”

Compétence informationnelle des étudiants: Étude Stefi 2001 (www.stefi.de)

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Conscience de soi

**Nouvelles idées – nouvelles normes**
- Bibliothèque numérique
- Bibliothèque hybride
- “Teaching Library”
- “Learning Ressources Center”

**Nouveaux modes d’organisation**
- Ex. Cottbus: “IKMZ Informations- Kommunikations- und Medienzentrum”
- Intégrant trois départements universitaires
- La BU comme élément d’identification pour l’université et la ville
- Jeu d’images, de surfaces, de volumes et de couleurs

**Projets nationaux**
- Deutsche Internetbibliothek
- Vascoda
- Kompetenznetwerk
- Bibliotheek 2007 lobbying pour une loi pour les bibliothèques
- Internationalisation (standardisation)

Hobohm 2008

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**Deutsche Internetbibliothek (www.internetbibliotek.de)**
- Un service de bibliothèques publiques pour toute la république fédérale
- 70 bibliothèques participantes
- Près de 6000 liens qualifiés et valorisés
- “Des sources de qualité pour la connaissance de tout les jours”
- Actualisation quotidienne
- Service coopératif de référence “en ligne” (par mel)
- Un projet conjoint de Bertelsmann Stiftung et Deutscher Bibliotheksverband.

**Vascoda (www.vascoda.de)**
- Un portail interdisciplinaire pour l’information scientifique en Allemagne
- Un projet coopératif de nombreuses bibliothèques universitaires, bibliothèques spécialisées et d’autres centres d’information
- Intégration de sources d’informations variées et distribuées dans un service commun
- “Google Scholar” pour l’information scientifique

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Réseau de compétence

- Une nouvelle initiative pour l’infrastructure bibliothécaire (après la clôture du Deutsches Bibliotheksinstitut 2002)
- Très peu de personnel
- Projet coopératif partagé sur les “Länder”
- Statistiques des bibliothèques
- Normes et standards

Bibliothek 2007

- Projet de Bertelsmann Stiftung et Bundesvereinigung Deutscher Bibliotheksverbände lancé en 2003
- État des lieux en comparaison avec d’autres pays (bonnes pratiques)
- Recommandation pour une politique relative aux bibliothèques / une stratégie nationale
- Initiatives envers la politique
- == Réussi à intéresser la politique + premier débat sur une loi relative aux bibliothèques!

Comparer les Bibliothèques allemandes: nombre d’habitants par bibliothèque

Usage: prêts par habitant
Financement public: € acquisition par habitant
Satisfaction des clients: % Satisfait - Très satisfait
Stratégies relatives aux bibliothèques allemandes

- Structure et système: “plans”
- Coopération: “partage de travail”
- Grands projets: accès à l’information numérique
- Petits projets à l’échelle locale: pédagogie, lecture, multiculturalisme
- Combats pour améliorer l’image (lobbying)
- Réponses aux études (trop peu nombreuses): comparaison internationale
- Quêtes d’une nouvelle stratégie nationale et/ou d’une loi relative aux bibliothèques.
KENYA NATIONAL LIBRARY SERVICE
GOETHE-INSTITUT NAIROBI

The Role of libraries in promoting democracy: ensuring free access for all

CPA-Centre
Ruaraka, Nairobi
23 – 25.07.2008
Day one 23.07.2008

Session 1:
- Registration /Introduction/Workshop logistics  
  Harrison Katoni
- Official opening of the conference  
  Eliphas Nyamogo
- Mr. Burghard Brinksmeier, Cultural Attaché, German Embassy  
  Mr. Burghard Brinksmeier
- Keynote address  
  Mrs. I.M. Kibandi, Director KNLS
  Mrs. I.M. Kibandi
  Eliphas Nyamogo
  Catherine Kennedy (Guest Speaker)
- Discussions  
  Eliphas Nyamogo
  Ruth Jemo
- Public libraries and democracy: the Kenyan experience.  
  Nancy Ochieng
- Discussions  
  Nancy Ochieng

Session 2:
- Recap of morning session  
  Augustine Mutiso
- The role of libraries in nurturing democracy.  
  Esther Obachi
  Richard Atuti
- Discussions  
  Esther Obachi
- Reading more than one book: resources of information in Yemen – a comparative study.  
  Hesbon Kionge
  Guido Zebisch
- Discussions  
  Hesbon Kionge

Day two 24.07.2008

Session 3:
- Tracing the TRC Archive: a SAHA case study.  
  Guido Zebisch
  Catherine Kennedy
- Role of libraries in promoting democracy: the role of Kenya National Archives and Documentation Services.  
  Guido Zebisch
  Lilian Gisesa
- Discussions  
  Guido Zebisch
Commercialization of information and its implications on democracy and good governance.
Discussions

Session 4:
Recap of Morning Session
The evolution of libraries in shaping public opinion: an eye into the future.
Libraries and free access: a foundation for democracy.
Discussions

Day three 25.07.2008
Session 5:
Recap of previous afternoon’s session
Promoting synergic-focused libraries in Kenya: enhancing linkages through networking, lobbying and advocacy.
Discussions
Advocacy & lobbying for people-centred libraries.
Lobbying and fund-raising strategies for Kenyan libraries.
Discussions
Plenary: Summary of workshop deliberations, determination of resolutions and the way forward.
Official Closing

Eliphas Nyamogo
Ruth Jemo
Catherine Kennedy
Dorothy Ireri
Ruth Jemo
Director
Goethe-Institut
Goethe-Institut/KNLS librarians’ workshop. The role of libraries in promoting democracy: ensuring free access for all.

CPA Centre, Nairobi, Kenya, 23.07.2008

Workshop report

Introduction

The Goethe-Institut and the Kenya National Library Service (KNLS) have been working together for over seven years and have been involved in various programmes that promote culture, among them workshops organized for information providers. The workshops organized previously have had the KNLS producing themes and the Goethe-Institut identifying and inviting facilitators. This year (2008) the approach was different: The Goethe-Institut organized a series of workshops in selected countries in sub-Saharan Africa, on the theme “Libraries as Gateways to information and Democracy: Improving Networking, Advocacy and Lobbying Strategies”. Each country was required to identify individual sub-themes and Kenya, represented by the Kenya National Library Service, came up with the theme “The role of libraries in promoting democracy: ensuring free access for all”. This topic could not have come at a better time than this. Kenya experienced a period of crisis after the disputed December 2007 elections; during that time, there was massive destruction of property and loss of lives in violent circumstances, something that had never happened before. KNLS felt that the underlying factor which triggered the violence was lack of information. If Kenyans had received the right information, things would have been different, since the right information enables people to make the right decisions. Apart from this, the general public was not well sensitized prior to elections. Only telling society how to vote was not enough: there was a need to hold public forums for people to discuss the importance of elections and the aftermath. During the violence, to the surprise of librarians, no library was destroyed; during the tension, the library kept opening and closing. This was an indication that people valued libraries and respected their role in the community. The choice of this theme
was therefore to sensitize librarians that it was time to be involved actively in the democratic process of the country: to identify their role, challenges, and ways and means through which they could actively participate in this process.

**Resource persons**

Two resource persons were invited, from Yemen and South Africa, to give the workshop participants experience from other countries. These were Ms Catherine Kennedy from the South African History Archive (SAHA), and Mr Guido Zebisch, Director of German House for Cooperation and Culture, Sanaa, Yemen. Eight other speakers from Kenya were also invited to present papers at the workshop.

**Workshop participants**

Participants were librarians drawn from the KNLS network across Kenya, with representation from each province and district. Also invited were the University of Nairobi Librarian and the Secretary of the Kenya Library Association, Ms Esther Obachi, as well as one representative from the Kenya National Archives and Documentation Service (KDLS), Ms Lilian Gisesa.

**Official opening**

The workshop began on 23rd July at 8.30 a.m. with the introduction of invited guests and guest speakers by Mr Eliphas Nyamogo (Goethe-Institut, Nairobi). These guests were:

- Mr Burghard Brinksmeier, Cultural Attaché, German Embassy
- Mrs Irene Kibandi, Director, KNLS
- Ms Catherine Kennedy, SAHA
- Mr Guido Zebisch, German House for Culture and Cooperation, Yemen.

Mr Nyamogo pointed out the role of Goethe-Institut in promoting inter-cultural dialogue throughout the world, and went on to give some background information on the workshop, which was part of a series of workshops organized by the Goethe-Institut in sub-Saharan Africa in 2008 in the participating countries of Ghana, Nigeria, Togo, Namibia and Kenya. The resolutions would be presented at a conference in Johannesburg, South Africa, on November 26th - 27th 2008. Mr Nyamogo then invited Mr
Burghard Brinksmeier, the Cultural Attaché, German Embassy in Kenya, to officially open the workshop.

In his speech, Mr Brinksmeier noted the role of the library as traditional keeper of knowledge and stressed the importance of knowledge with reference to Eastern Germany during the communist regime, when rulers denied people free access to knowledge because they were aware of the link between knowledge and power, and that access to information would enlighten the people, who would demand a democratic government. He noted, with concern, the widening knowledge divide between the rich and the poor countries of the world, and urged librarians to make efforts to acquire and disseminate information to bridge this gap, making the point that a young democracy like Kenya needed information for its citizens to thrive. He then declared the workshop officially open and urged participants to come up with resolutions on the workshop theme. Mrs Kibandi then delivered the keynote address. In her presentation, she commended the role of developed democratic countries and, in particular, Germany, through the Goethe-Institut, in promoting democracy in other countries. She stressed that libraries were a foundation of democracy and that Kenyan librarians, like their counterparts in the world, had a role to play by embracing the changing societal needs through provision of information amid many challenges.

Presentations
The workshop presentations were delivered over three days, 23rd to 25th July 2008. On the first two days, papers focused on libraries, democracy and free access to information; papers on the final day concentrated mainly on networking, lobbying strategies and advocacy. During the workshop there were discussions sessions in which participants asked questions, made comments, shared their experiences and formulated resolutions which were captured and then presented at the plenary session for discussion.
Summary of presentations: Libraries, democracy and free access
During the first two days, the following papers were presented:
1. Libraries and democracy: a metaphorical exploration, by Catherine Kennedy;
2. Public libraries and democracy: the Kenyan experience, by Ruth Jemo;
3. The role of libraries in nurturing democracy, by Richard Atuti;
4. Reading more than one book: resources of information in Yemen: a comparative study, by Guido Zebisch;
5. Tracing the TRC archive: a SAHA case study, by Catherine Kennedy;
6. Role of libraries in promoting democracy: the role of Kenya National Archives and Documentation Services, by Lilian Gisesa;
7. Commercialization of information and its implications on democracy and good governance, by Esther Obachi;
8. The evolution of libraries in shaping public opinion: an eye into the future, by Nancy Ochieng; and

During these presentations, libraries were defined as information agencies, whose role is to collect, produce, organize and disseminate information. Democracy was defined as government by the people where the supreme power is vested in the people and exercised directly by the people through their elected representatives under a free electoral system. Free access to information means making information accessible to all who need it without any form of censorship, in order to enhance participation of society in the democratic process which facilitates socio-economic development.

Catherine Kennedy used metaphors to explain the attitude of society towards libraries and also how librarians viewed themselves in their role of promoting democracy, while Ruth Jemo, Richard Atuti, and Lilian Gisesa discussed the role of Kenyan libraries and archives in promoting democracy, challenges and the way forward.
Guido Zebisch, through a complex pictorial presentation, gave an overview of Yemen: area, population, education, political system and socio-economic status of its citizens, all of which he indicated had greatly influenced the conditions of libraries there. He highlighted the current poor conditions of libraries and poor readership, where only one book, The Qur’an, was widely read. However, there seemed to be “hope at the end of the tunnel” with the construction of a Chinese-funded National Library - at least someone was thinking of empowering society. He also spoke of the activities organized by the German House for Culture and Cooperation in Sanaa in cooperation with Yemeni groups and organizations to empower people through sharing and transfer of knowledge.

Catherine Kennedy, in her second paper, explained the efforts that SAHA was making to enhance democracy by acquiring and making available reports and other documents from the South African Truth and Reconciliation Commission Archive, amid many challenges.

Esther Obachi, in her presentation, emphasized that despite the fact that libraries are under pressure to charge fees in order to “feel relevant” in society, they should remember their role as that of providing free access to information, since this was mandatory for democracy and good governance.

Nancy Ochieng, through a colourful animated presentation, stressed the need to provide free access to information by nurturing this from childhood, as this shaped the minds of people participating in the democratic process. She gave the example of Martin Luther King junior, whose political career was influenced by Mahatma Gandhi. Augustine Mutiso stressed that the need to promote this free access by quoting the early US President Thomas Jefferson, who once said: “No nation can remain both ignorant and free”.

Summary of presentations: networking lobbying and advocacy

The papers presented on the third day were:
1. Promoting synergic [synergy]-focused libraries in Kenya: enhancing linkages through networking, lobbying and advocacy, by Hesbon Kionge;
2. Advocacy and lobbying for people-centred libraries, by Millicent Mlanga; and
3. Lobbying and fundraising strategies for Kenyan libraries, by Dorothy Ireri.

The three presenters defined the three concepts and stressed the need for networking, lobbying and advocacy for libraries to enhance their services and promote democracy in the changing global environment.

During the presentations, the following were identified as challenges facing Kenyan libraries:
- Inadequate funding by government, leading to insufficient collections and lack of modern technologies in public libraries;
- Patronage from politicians;
- Lack of participative and democratic leadership;
- Environmental problems such as poverty, illiteracy and poor infrastructure;
- The education system and its inability to enable all who go to school to be absorbed in assisting in development;
- Lack of a strong reading culture;
- Lack of ICT literacy;
- Censorship;
- Legislation;
- Attitude of information workers;
- Insufficient local language content;
- Lack of training in lobbying and advocacy;
- Lack of national coordination of library policies and activities.

The presenters agreed that to meet these challenges there was a need for information professionals to work with other professionals and government institutions to achieve:
• alternative sources of funding;
• promotion of literacy through various programmes;
• provision of free access to information;
• development and implementation of practical lobbying and advocacy strategies;
• marketing of library services;
• librarians who embrace change;
• improved local language collections;
• support for the national library association;
• enactment of new policies that promote reading and access to information; and
• a strengthened publishing industry.

At the end of the presentations, there was a plenary session where all the points arising from the presentations were discussed and resolutions were made.

Resolutions from the Kenyan workshop
At the end of the workshop, participants agreed on the following action:

• Information professionals must be actively involved in creating, collecting and disseminating economic, social, political, health, and academic information affecting the lives of their fellow citizens: this is the only way for them to remain relevant in society.
• Information professionals must promote freedom of expression and access to information. This is in recognition of the fact that information is power. An informed population is an empowered population. Citizens must be empowered through information in order to be actively involved in the democratization process.
• Democracy belongs in the library: libraries must open up, fight censorship and encourage free and open expression. Librarians must work together with other civil society agencies and NGOs in lobbying and advocating for the protection and expansion of spaces for expression in the society.
• Information professionals must constantly stay abreast of the changes in society, especially with regard to information technology and world views on matters affecting humanity.

• Libraries in Kenya should incorporate new information technologies in provision of services and to bridge the digital divide. Information professionals must advocate for representation on all commissions established by the government. Their expertise in information-processing and management is crucial if the outcomes of these commissions are to be preserved and made accessible to society currently and in the future.

• Information professionals must raise awareness about, and facilitate access by the public to, proceedings and reports of the planned Truth and Reconciliation Commission.

• Librarians and archivists must work more closely together to ensure proper acquisition, processing, preservation and dissemination of information relating to the Truth and Reconciliation Commission.

• Librarians and archivists must fight for the repatriation of all migrated records of historical and cultural value to Kenyan citizens. They must lobby through parliamentarians and work together with other civil society organizations to achieve this.

• Information professionals should advocate for the repealing of the 30-year rule governing access to records at the Kenya National Archives.

• Since free access to information is a basic human right, information professionals must advocate for more funding from the government and lobby for additional support from other agencies so that they can continue to provide high quality free services for all, including children, the challenged and the elderly.

• Information professionals must proactively and deliberately coordinate the development of local content and make it available in their libraries. Libraries must be sensitive to the needs of the local communities they serve.

• Librarians must deliberately go out to seek information which needs to be processed and disseminated to the public.

• Since public libraries will increasingly have to compete for funding with other institutions, librarians must develop
programmes, organize events and participate in activities that are directly relevant to local communities so that they justify their need for more public funding.

- Librarians should advocate for the donation of more relevant materials and equipment for their libraries by establishing clear guidelines for receiving donations.
- Information professionals must be at the forefront for advocacy for the review of the law that stipulates 50 years for the protection of intellectual property, in order to accommodate greater use for non-commercial, educational and accessibility issues.
- Information professionals should network with other professional bodies, for example by forming consortia. This would make provision of information services more affordable.
- Public libraries should continue to provide free services and look for sources of funding to sustain their services.
- Public libraries should stock books in local languages.
- Public libraries must foster intercultural dialogue and promote cultural diversity by stocking information on different cultures. There must be a deliberate effort to establish multi-cultural libraries.
- Public libraries should become comprehensive resource centres (one-stop service points).
- Public libraries must involve local communities in the selection of books and other materials relevant to the communities they serve.
- Public libraries must desist from playing the role meant for school libraries: they should not just be stocking books prescribed by the school curriculum, but should cater for all sectors of society.
- Librarians should promote information literacy for children and adults, in order to facilitate participation of all citizens in the democratization process.
- Libraries must identify other funding sources (for instance “Friends of the library”) to maximize resources available for the development of new products and improvement of existing services.
- Libraries must develop efficient and effective marketing and promotion programmes to create more awareness
in the community with regard to the services they offer. Information professionals in Kenya must come together to strengthen and raise the status of their professional association, the Kenya Library Association. A strong professional association will be a useful tool for lobbying, advocacy and networking.

- In order to ensure free access for all and promote democracy in Kenya, librarians must work together through the Kenya Library Association and the Kenya National Library Service, to establish libraries in all sectors of society, in schools, colleges, towns and local communities.
- The training of librarians should be revised to incorporate courses in marketing, lobbying and public relations skills. The Kenya Library Association and the Kenya National Library Service should be consulted in developing the curriculum for information professionals in colleges and universities.
- Kenyan librarians should advocate for the enactment of a “national book policy”: This policy should promote reading and stipulate that every public school sets up a library and employs a professional librarian to run the library.
- Librarians should seek information on all activities and events taking place around them and take every opportunity to talk about the library in those forums, as a way of creating public awareness.
- Librarians must sustain appropriate lobbying and advocacy efforts and programmes. Lobbying and advocacy must not be ad hoc or sporadic events. This is the only way to attain goals.

Conclusion
The participants all agreed that there was a very close link between the provision of quality information and the socio-economic development of nations which is dependent on the level of democracy in a country. The world is changing and libraries should become real agents of change. This calls for a self re-evaluation, a clearer definition of their own roles and a paradigm shift from the traditional library concept. At the end of the workshop the participants thanked the conveners – the Goethe-Institut and KNLS – for organizing the workshop, presenters and resource persons for their presentations and hoped that similar workshops would be organized in future to keep librarians informed.
Libraries and democracy: a metaphorical exploration

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Introduction: metaphors in the library
Metaphor has long resided in the library: there has been a considerable history of libraries both being represented metaphorically and being utilised as a metaphor (Walsh, 1987:212). Radford and Radford put forward that there is a strong tradition in Western literature to use the library as a metaphor for order and rationality (1997:254), while there have been numerous studies on the ways in which librarians have employed varied metaphors to represent the range of roles libraries can play in different organisations (Chu, 2000:274). From expressions of library as “museum” to “mirror of the universe” (Nitecki, 1979:25), “map of knowledge” to “world brain” (Hjorland, 2006), the public library as the “people’s university” (Nardini, 2001), there is a plethora of complementary and contrary metaphorical concepts battling for space in the library.

Traditionally, metaphors have often been dismissed as insubstantial literary flourishes. In recent years, however, modern linguistic theorists, on the basis of the findings of empirical studies, have increasingly come to assert that metaphor is central to abstract thought and, as such, fundamental to humankind’s ability to make sense of the world (Hamilton, 2000:240). Lakoff and Johnson offer a succinct definition of the current conception of metaphor: “Metaphor is principally a way of conceiving of one thing in terms of another, and its primary function is understanding” (1980:36). So, a metaphor is the application of one concept to a different conceptual domain, the linking of a less familiar idea to a more familiar idea, to reveal something new or unexpected. Given the centrality of metaphor to our ongoing sense-making processes, it could be argued that metaphors can reflect changing conscious and subconscious perceptions of the world. Furthermore, this sense-making process operates at both an individual and a collective level, drawing on environment and embedded cultural norms, thus at times resulting in metaphors specific to
a certain culture at a particular period in history (Inns, 2002:324).

Nitecki, in putting forward a metaphorical hypothesis of librarianship, asserts that metaphor can be used for “discovering new meaning by stimulating interest in a unique relationship. This approach opens up new possibilities for further analytical investigations” (1979:28). Certainly it has been suggested that metaphor has been employed to propose change or “to influence how persons, within and outside of the field, thought about libraries” (Nardini, 2001). Within the library community, there is historical evidence of metaphor being employed self-consciously as a mechanism to question, review and revise the image and direction of the profession. In Nardini’s systematic and comprehensive review of library metaphors employed within articles featured in *Library Journal* and *Public Libraries* in the late 19th and early 20th centuries, he asserts that not only did metaphor “become a way to disagree about libraries” within the professional ranks, it also could be used tactically to encourage recruitment or to communicate using vocabulary understandable to outsiders, such as philanthropists or politicians, in a position to fund library development” (Nardini, 2001). Thus this constant quest to revision the library through comparison to other schemas could be considered to be an ongoing attempt to redefine the profession, overturn assumptions, open up new possibilities and direction and manage change in a less threatening manner within the profession in times of uncertainty.

And what, if anything, can metaphor reveal about the ways the library is perceived by outsiders? Akin and Palmer make the distinction between etic and emic contexts for the use of metaphors as change agents, with the etic approach representing metaphors expressing the view of an outsider, emic the view of the insider (2000:68-9). Because etic and emic metaphors can denote different points of view of the same organization or situation, in this case the library, a study aiming to compare and contrast the use of etic metaphors (within fiction or other paradigms) and emic metaphors (within LIS literature) may reveal those gaps that exist between the way in which the LIS profession perceives itself and how outsiders perceive the library.
Now what, you may ask, does this all have to do with democracy? Within the LIS literature, there are numerous examples of the metaphorical concept, *library as democracy* and related expressions, being employed to reflect the role libraries and librarians purport to play in promoting and supporting democracy. However, if one steps outside the library realm, one encounters a multitude of metaphorical representations of the library that seem to contest or draw into question this idea of the library as an inherently democratic institution. Therefore, there seems some value in identifying and interrogating both emic metaphors from within the library profession and external or etic metaphors to ascertain the extent to which libraries have actually been perceived as democratic institutions by outsiders so as to inform strategies for developing libraries to promote and safeguard democracy into the future.

As a starting point, I will briefly consider the concept *library as democracy* and related metaphorical expressions of democratic ideas drawn from the LIS profession before turning to representations of libraries in popular culture that speak to the ways in which libraries have been perceived externally to support or undermine democracy. I will then consider library metaphors specific to democracy in the African context and will conclude by attempting to identify some common themes to inform the ongoing and correlated development and promotion of libraries and democracy.

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1 As a brief disclaimer, I would like to acknowledge some gaping holes in this paper in the form of absent library metaphors – metaphors of education, medicine and industry, of geography, exploration and the search in the library that may be familiar to many LIS professionals. There are certainly elements of these metaphors that would add richness to a discussion of libraries and democracy but time and space is limited, so this is simply exploratory, a sampling to provide a starting point for further discussions. I would also like to draw attention to the fact that I have, for this paper, conflated libraries, archives and other public information services under the umbrella term ‘library’ as they face many of the same challenges and opportunities within the context of promoting and defending democracy, and as such, could work in partnership, where possible, to this end.
Metaphors of democracy from the LIS literature
Nancy Kranich, past president of the American Library Association, has repeatedly asserted in recent years that libraries are the “cornerstones of democracy” (2001: 5) while Rachel More has used the expression “librarians as agents for democracy” to encourage South African librarians to participate in reorganizing, realigning and reshaping libraries to preserve and deepen our fledgling democracy (2004). The idea of the library as a vital partner in the promotion and protection of democratic values is certainly not new to the LIS profession, particularly in the USA. According to Battles, “one of the mottoes of the public library movement that swept Western Europe and America in the nineteenth century went like this: “a book for every person” (2003:121), a slogan recalling the central premise of democracy, a vote for every person. Berry cites the original mission of the Boston Public Library, written in 1852 as an early example of this role of the public library: "to inform democracy…to provide the information to ensure that citizens in our democracy could make well-informed decisions on issues on the public agenda” (2006:10). Berry goes on to express his concern that contemporary public libraries have largely failed to live up to this mission statement and urges the profession to remember the vital role the profession has to play in “informing democracy … especially in this era of spin and misinformation” (Berry, 2006:10). Michael Baldwin concurs, asserting that, within the USA, “librarians have never fully heeded the call to exercise their institutions’ inherent and highest function as bulwarks of democracy. We must now recognize that we are part of the problem of a degenerate democracy that is in imminent danger of slipping into some bitter flavor of authoritarianism” (Baldwin, 2002).

Others do not share this concern, presenting the library’s contribution to the advancement of democracy, or even the embodiment thereof, as a fait accompli. Levin, in an article entitled “The public library as great equalizer”; argues that public libraries may be “one of the few truly public community venues left in the United States and one ideally suited for “the pursuit of happiness” that Thomas Jefferson envisioned when he, fashioned this phrase for the Declaration of Independence. An opportunity to convene community is part and parcel of the country’s claim of providing
equality as a right” (Levin, 2000). Tyckosan claims that the “three basic elements of democracy – that power is derived from the people, that the majority rules, and that rights of the individuals and the principles of social equality should be respected – are part of daily practice in the public library, which is often the single most democratic institution in the community” (2000:40).

In their discussion of Library 2.0 (the application of participatory Web 2.0 technologies to the library context), Chad and Miller set in opposition the vocabulary of the fortress with that of democracy to represent the movement away from controlled, inaccessible library systems to a more collaborative, participatory approach:

Libraries should be at the heart of the “democratisation of information” - helping to bring down the walls that surround it and enabling greater participation. A major step forward, and a foundation upon which to build, is to bring down the walls around our own systems and our own information (2005:10).

While the message of such articles is inspirational (and aspirational), this complacency is misplaced given the history of the library as a tool for oppression – in the past, Shera noted, the library has often served the interests of monarchic, church, and civil agencies, as a “handmaiden for power and authority”, rather than those of the “common man” (cited in Nitecki, J., 1993). Librarians colluded with the Nazis, through censoring collections to reflect the values of the Third Reich (Battles, 2003:172-3). Even within the context of modern democracy, Battles names the exclusion of African Americans from public libraries even in the 20th century as an example of libraries preventing people deemed “unsuited to be readers” from accessing books (Battles, 2003:180-3). Similarly Goldstein observes, in a study of the history of public libraries in Iowa from 1890 to 1940, that:
At the turn of the century the ideal librarian has been a censor and guide who warded off the threat of disorder and change by acquiring only the best books in her library and by directing her patrons to read those works that were best for them (2003:231).

So the library’s role as well-intentioned censor working as a panacea for the problems of society also seems to have been largely overlooked in the evocation of the library as long-time promoter of democratic values.

Library as sanctuary
Librarians also employ the related metaphorical concept of the library as sanctuary to represent the idea of intellectual freedom: in an American Libraries column entitled “Sanctuary in libraries”, David Isaacson asserts that “free libraries have always offered intellectual sanctuary to their users” (2004:27). Richard Ford concurs, arguing that libraries both represent and protect freedom by accommodating and preserving diverse, contrary and subversive information: “The library contains these volatile opposites, holds them, gives them institutional sanction, a safe place, and in doing so cushions them, lets us as a culture hold them safely in our minds as ideas, and of course invites us to decide for ourselves.” (1995:40). Nancy Kranich evokes the idea of sanctuary in arguing that “libraries are for everyone, everywhere. They provide safe spaces for public dialogue...libraries ensure the freedom to read, to view, to speak, and to participate” (2000:5). Idealistic and often reverential in tone, these assertions about the role libraries play in protecting intellectual freedom and democratic values seem to ignore the history of libraries as tools for censorship or even oppression, or the ways in which the sanctuary of the library can be threatened by contemporary legislation undermining rights to privacy such as the Patriot Act in the USA. However, the idea of the library as a sanctuary in which freedom of expression, freedom of the press, freedom from censorship are protected is significant as a metaphorical concept to which the profession should aspire.
Library as conversation

Another metaphorical representation that seems to embody the principle of public dialogue and deliberation central to democracy is that of library as conversation. Kennedy, in a consideration of possible metaphors to represent the academic library of the future, suggests this metaphor to express the way in which the library facilitates the communication of ideas, or conversational exchanges over time (2002). Bechtel presents the idea of conversation as a “new paradigm for librarianship”, arguing that libraries should be viewed as “centers for conversation and of [librarians] as mediators of and participants in the conversation of the world” (1986:219). McMillen and Hill echo this sentiment as they present the aptness of using the metaphor of conversation to teach research skills within an academic library: “Libraries historically have been charged with preserving critical conversations of the past (records preservation) and, in that role, with ensuring others’ ability to build upon and continue those conversations” (McMillen & Hill, 2005:14).

Library as commons

A new metaphorical concept suggesting democratic values has emerged in recent years in the LIS literature, that of library as commons. This metaphor draws on the notion of the commons in English history, that is, communal land that could be used freely to pasture animals and grow food from the 16th to the 19th century (Kranich, 2004:10). The term “commons” has subsequently been employed in a variety of ways, to express the idea of a “realm that no one can control, that everyone, no matter what his or her status, can lay equal claim to” (Johnson, 1999:5).

Commons represents universal rather than limited access, with less emphasis on ownership and control than on use and diversity (Boone, 2003:361). However, as Bollier explains, the commons should not “be confused with an open-access regime – a free-for-all in which a resource is essentially open to everyone without restriction … a real commons has a “social infrastructure” of cultural institutions, rules, and traditions and the resources are restricted to personal (non-market) use by the members of the community” (Bollier, 2002).
Many academic libraries have used the labels learning commons, communication commons, information commons and knowledge commons to represent the space in which a range of new technologies can be utilised within the library alongside access to print resources and the support of library staff.

Libraries are quintessential examples of institutional information commons. They embrace, embody, and practice the democratic values that characterize commons. Their mission is to provide communities with open, equitable, sustained access to ideas, and they offer individuals the tools, skills, and spaces necessary to participate in democratic discourse (Kranich, 2004).

An inspiring image certainly offered up to the profession, by the profession. But how does it match up with external perceptions of the library?

Library metaphors from popular culture
It has been suggested that the appearance of libraries in literature, while frequent, is no more significant than the use of a stale stereotype intended to signpost intrigue. According to Battles, “the library is such an evocative setting that it has become a cliché: what would a gothic mystery be without a gloomy library?” (2003:17). But Walsh claims that literary representations of the library comprise some of “most stimulating, thought-provoking, and controversial criticism written” (1987:212), an assertion supported by Garrett’s comprehensive reading of Umberto Eco’s The name of the rose as “library criticism”, with its “vast and intricate library dystopia”, “librarian as archvillain” and the use of a library book as this villain’s principal murder weapon, as deliberate criticism of, and warning to, the library profession (1991:373). While most literary portrayals of libraries and librarians do not match Eco’s in terms of dark menace (or erudition, for that matter), there certainly does seem to be a predominance of unflattering representations of libraries evident across a number of genres and forms.
In a survey of the depictions of librarians (and, by extension, libraries) in comic books and graphic novels, Doug Highsmith uncovers themes of fear, punishment and death associated with the library. In amongst examples of the fairly predictable stereotype of the “introverted, mousy, shush-ing librarian’ (2002:82), library policemen work in libraries with prison cells, where disobedient library users, Ren and Stimpy, are sentenced to ‘20 years’ hard labour, starting with the installation of [a] new library automation system” (2002:68), Batman apprehends a murderous librarian who classifies his victims using DDC call numbers in “The library of souls” (2002:65) and Spiderman consults an “unattractive … arrogant and rude” librarian working in “the morgue”, that is, the city library (2002:68).

Radford and Radford, in an analysis of the appearance of libraries in modern popular culture, focus more closely on the underlying issues of power evident in these motifs, using Foucault’s discourse of fear to interrogate representations of libraries and librarians in fiction. Their conclusion that “[l]ibraries are understood through metaphors of control, tombs, labyrinths, morgues, dust, ghosts, silence, and humiliation” (2001) within literature presents a clear challenge to the LIS profession to consider the appropriateness of these negative stereotypes within the context of democracy. To this end, I would like to consider three metaphorical representations of the library recurrent in popular culture that present challenges to the assumption that libraries are inherently democratic by design:

• The library as fortress or prison
• The library as censor
• The library as policeman

Library as fortress, library as prison
The library defends itself, immeasurable in the truth it houses, deceitful as the falsehood it preserves (Eco, 1983:38). The custodial function of the library is certainly familiar to many, but in the fictional realm, it is sometimes ambivalent, often negative connotations of this function, that are brought to life through images of fortresses, prisons and labyrinths to explore the ways in which the library – guardian, protector, warden - is perceived to limit access to information.
Tellingly, the library in Eco’s *The name of the rose* is actually contained within a fortress and “protected by an imposing bolted metal door” (Tancheva, 2005:534). Of course, the labyrinthine design of the library, guarded by disorientating mirrors and mysterious intoxicants, is self-protective. The librarian alone is responsible for navigating the maze, controlling access to library materials, for deciding whether the library user is fit to handle the text requested:

The other monks … may know the list of the volumes that the library houses. But a list of titles often tells very little: only the librarian knows, from the collection of the volume, from its degrees of inaccessibility, what secrets, what truths or falsehoods, that volume contains. Only he decides how, when, and whether to give it to the monk who requests it … Because not all truths are for all ears, not all falsehoods can be recognized as such by a pious soul (Eco, 1983:36).

**Library as censor**

…also,” the Erad was saying in his gloomy, sententious Erad voice, “we are concerned as to the matter of public safety. It is an axiom of this Library that public safety ranks foremost in value; our eradication of dangerous, disturbing written material… (Dick, 1967:47).

The notion of the library keeping society safe and sound through ensuring that dangerous, inflammatory, or immoral ideas are not made available to the masses is hardly new. However, this “mission” is often treated with mistrust in fictional representations of the library. The idea of the fortress-library, protecting or imprisoning information, is extended to present the *library as censor*, responsible for the alteration or eradication of information deemed inappropriate for consultation, incompatible with the order of the day.
In Philip K. Dick’s *Counter clock world*, a world in which time is currently moving in reverse, the Library is an enigmatic government agency that purports to stand for “the maintenance of the physical and spiritual institutions of present-day society” through controlling the “unwriting” of history: “Our job here at the Library,” Appleford said, “is not to study and/or memorize data; it is to expunge it” (Dick, 1967:17). This representation of the LIBRARY AS CENSOR can be interpreted as a criticism of the ways in which governments, often supported by libraries, can withhold or amend history, or access to information, in order to ensure control of its citizens.

In Borges’ “Library of Babel”, some librarians take it upon themselves to judge the merit of works within the library, to condemn superfluous texts:

> Other men inversely thought that the primary task was to eliminate useless works. They would invade the hexagons, exhibiting credentials which were not always false, skim through a volume with annoyance, and then condemn entire bookshelves to destruction: their ascetic, hygienic fury is responsible for the senseless loss of millions of books (Borges, in Cart, 2002:260).

Thus the library is purportedly protecting society from ideas too difficult or dangerous to handle, from information overload. Thus, the notion of the LIBRARY AS CENSOR explicitly represents questions about freedom of speech and the sanctity of the human record.

**Library as policeman, library as spy**

Radford and Radford in their study on the discourse of fear within the library discuss the intimidating “element of surveillance” implicit in the functions of the library (2001).

In a novella entitled “The library policeman”, Stephen King creates a library populated by fearsome librarians who “with one glance...could penetrate the heart of the person speaking to him, and read the secret thoughts” and the library policemen,
“the faceless enforcers who would actually come to your house if you didn’t bring your overdue books back” (cited in Radford and Radford, 2001). Radford and Radford argue that this level of fear-inducing surveillance of library users evident in King’s novella and other popular culture artifacts highlights the tension between order and disorder that exists in the library, “the ultimate and exaggerated manifestation of the fear and consequences of a user bringing disorder to the otherwise complete and perfectly shelved collection” (2001).

In “QL 696. C9”, a short murder mystery by Anthony Boucher in which a librarian on the trail of foreign secret agents using library books to exchange messages is killed, the idea of library circulation records being scrutinized to uncover secrets is explored:

Of course she’d have the FBI’s number. Professional necessity...Some librarians have been advancing the theory, you see, that a librarian can best help defense work by watching what people use which books. For instance, if somebody keeps borrowing every work you have on high explosives, you know he’s a dangerous saboteur planning to blow up the aqueduct and you hand him over to the G-men (Boucher, in Cart, 2002:159).

This notion of the librarian as the responsible spy evokes the “intrusive gaze” of the librarian and the history of libraries operating “a strict regime of indirect, documentary surveillance” (Black, 2005:425). Such suggestions of the censorious role the library can play - well-intentioned with a firm belief in the value of their work to society, yet representing a dangerous infringement on personal liberty – has been opposed in recent years by librarians campaigning against government access to library records under such legislation as the USA Patriot Act of 2001.
Library as memory

In contrast to these negative portrayals of the library, the idea of the library serving as the memory for humankind is a recurrent theme in literature, particularly science fiction, and is one that speaks to the relationship between libraries, power and the politicized representation of history. In Ray Bradbury’s dystopian *Fahrenheit 451*, the government has ordered that all books be burned requiring that the brain becomes the ultimate library as rebels memorise favorite texts so that they would not be lost (Gunn, n.d.). Montag, the protagonist who rejects his life as a fireman responsible for burning books to join a community of rebels, each dedicating their lives to preserve textual knowledge by memorising one key text, describes the resistance as follows:

> Somewhere the saving and the putting away had to begin again and someone had to do the saving and the keeping, one way or another, in books, in people’s heads, any way at all so long as it was safe, free from moths, silverfish, rust and dry-rot, and men with matches (Bradbury, 1979:125).

The library’s function as preserver is similarly represented in Walter M. Miller’s deeply pessimistic *A canticle for Leibowitz*, set in a world in which all books and papers have been destroyed by people living in a world devastated by nuclear war in an attempt to prevent a repeat of this catastrophe. In the centuries that follow this “Great Simplification”, a few monks of the Order of St Leibowitz dedicate their lives to maintaining a secret library, the Memorabilia, in order to:

> …preserve human history for the great-great-great-grandchildren of the simpletons who wanted it destroyed … Its members were either “bootleggers’ or “memorizers”, according to the tasks assigned. The bootleggers smuggled books to the southwest desert and buried them there in kegs. The memorizers committed to rote memory entire volumes of history, sacred writings, literature, and science, in case some unfortunate book smuggler was caught, tortured, and forced to reveal the location of the kegs (Miller, cited in Griffen, 1987:140).
A common element of the *library as memory* metaphorical concept, the brain as library, recurs in such dystopian portrayals of human evolution, often in the context of what Spencer calls the “post-apocalyptic library” where humankind has somehow returned to a pre-literate society in which memory and storytelling are the mechanisms for preserving and communicating human history and knowledge. A persistent theme in the portrayal of libraries and books in fictional visions of the future is the oppression of society through government control of access to all textual records of humankind’s history. In Aldous Huxley’s *Brave New World*, the government has outlawed books and all libraries and museums closed in a “Campaign against the Past”, while secretly the government has hoarded the great books of the past (Pennavaria, 2002:233-4).

Of course, the notion of the *library as memory* is not located in science fiction alone. In David Lodge’s *The British Museum is falling down*, the idea of the library serving as the brain, the memory of human civilization is explicitly expressed by the central character as he describes the British Museum Library:

> It was like a diagram of something - a brain or a nervous system, and the foreshortened people moving about in irregular clusters were like blood corpuscles or molecules. This huge domed Reading Room was the cortex of the English-speaking races, he thought, with a certain awe. The memory of everything they had thought or imagined was stored here (Lodge, 1983:92-93).

Given the status of the British Museum Library as the national deposit library of Great Britain, responsible for ensuring that all publications produced within the country are preserved, this representation is surely unsurprising. It does however point to the historical privileging of one recorded version of history (in this case, English) over others that have not been preserved. This draws into question the reliability of the history libraries and archives help to write through the process of selecting some voices, narratives, versions (often that of the victor) for preservation over others.
Library metaphors from the African context

In this brief reading of certain fictional representations of libraries, perceptions of the library’s complicity in limiting access to information, privileging monolithic versions of history to serve the powerful, and encroaching on personal liberty sit in stark contrast with the profession’s self-professed commitment to democratic values, as embodied in metaphors identified earlier. How do these two sets of largely opposed metaphors, primarily derived from Western popular culture and professional literature compare and contrast with metaphorical representations of the library in Africa? If metaphorical concepts are not necessarily culturally transferable, and Western library models are increasingly considered to be inappropriate for Africa, what can metaphor from the African library profession reveal about the specific challenges facing the library in forwarding democracy on the continent?

Metaphors of colonisation, imperialism and oppression

In his polemical 1981 work *African libraries: Western tradition and colonial brainwashing*, Amadi makes use of the vocabulary of power and oppression to argue that the original development of libraries in Africa, largely by colonial forces, has resulted in information services in which foreign print-based information sources expressing the Western world view are central, thus suppressing indigenous oral-based knowledge sources: “Library colonialism or the domination of Africans by Western nations through the use of information power remains one of the most hidden but deadly instruments of neo-colonialism” (Amadi, 1981:164).

The following year, Kagan also used the label “library colonisation” to describe the development and use of libraries by European colonial forces in Africa as part of a broader promotion of European cultures and languages (Kagan, 1982:17). Given this history of using the library as a mouthpiece for colonial propaganda, it comes as no surprise that the library is sometimes considered to be untrustworthy. In the context of oppressive apartheid South Africa, there was “widespread distrust of the written word” largely because counter-revolutionary misinformation was distributed by the government in print form (Sturges & Neill, 1998:134).
More recently, Durrani (2006) has employed the terms “information liberation”, “African activist” and the idea of a “liberating the mind” / “kuvunja minyororo” (literally, to break the chains) partnerships to express his ideas about how African librarianship should politicise information services, rather than follow “blindly the ‘Western’ model of public library services which actively seeks to remove politics from information theories and practices” (2006:58-61).

Alongside these political metaphors appear numerous examples of metaphors revolving largely around the vocabulary of struggles for survival – poverty, hunger and health. These highlight social and economic inequalities in such expressions as “information rich” and “information poor”, first suggested by Childers within the context of community information provision in America (Alemna, 1995:40), but now ubiquitous in commentary on African libraries. This dichotomy between the “information rich” and the “information poor” is usually discussed neatly in terms of the wealthy developed world in contrast with the impoverished developing world.

Within the context of widespread poverty across a largely agrarian continent, it is unsurprising to encounter descriptions of African librarianship that employ the vocabulary of nourishment as a source for metaphorical concepts, evident in such common place expressions as “thirst for knowledge”, “information hunger”, “information starved” and “book famine”. In the title of their conference paper “From food silos to community kitchens – retooling African libraries” (2006), Du Plessis, Britz and Lor pair the idea of access to food with access to information.

This trope is not only employed to express the basic lack of quantifiable information sources in Africa. Sturges and Neill maintain that the lack of information sources suggested by the expressions of “food shortages” is not only a result of the poverty evident throughout much of Africa, but also refers to the “propensity of African governments to suppress information”. (1998:6), that is, withhold food. In his keynote address at SCECSAL 2006, Mchombu uses the image of withheld crops when he talked of “silos for hoarding knowledge”, echoing the image of the
Metaphors of conversation and community

Central to most calls of the need for a different paradigm to shape the development of appropriate and inclusive information services in Africa, is the tradition of oral literacy across the continent. The oral tradition in African society revolves around the exchange of information through the spoken word in a number of settings, with people in the community being the primary source of information. This is expressed in the metaphorical concept of the “library as a person”, articulated by Amadi as follows:

the devastation of a library by fire or similar causes in the Western world is only comparable in intensity to the loss, through death, of an old man in Africa. The latter, like the former, is the veritable embodiment of an archive of a proto-library – a library without shelves (Amadi, 1981:140).

This idea of the human library echoes the library as memory metaphor, discussed previously and is also evident in Benge’s reference to the information dissemination functions of the village poets or griots in pre-colonial Africa (1996:171). It is through “human repositories” that the historical, environmental, spiritual, agricultural and medical knowledge of a community is passed from generation to generation, particularly in rural communities (Alemna, 1995:42).

This is counter-intuitive to the print-based culture of the West, in which books and other written artifacts are used to acquire new information, usually through silent, solitary study. It is therefore unsurprising that the binary opposites “silence / noise” should feature within library metaphors in Africa. Durrani, drawing on his extensive experience in libraries in Kenya, uses the traditional “Silence in the library” regulation to challenge African librarianship to stop denying, and start addressing, the disconnect between current library provision and community information needs (2006:41-2). Du Plessis, Britz and Lor concur, arguing that “the
library in Africa...has to give way to noise”, discarding the legacy of the silent “cathedral” and replacing it with the vocal “bazaar” model for the exchange of knowledge (2006:524). Sturges and Neill chose to call their comprehensive work on African libraries *The quiet struggle* (1998), in part to express the lack of “noise” surrounding the problems of information access across the continent (1998:2).

**Metaphors of pollution**

This imposition of information foreign to the African context is also reflected in metaphors of pollution, rife in discussions about the value of book donation programmes and their “gifts” of information sources inappropriate to the information needs of most people in Africa in terms of form, content, language and relevance. It has been argued that these “generous donations” often comprising unwanted or surplus discards have actually damaged the information landscape of Africa (Rosi, 2005:17). Weber argues that the “lack of books in developing countries does not justify massive dumping of unused books” (Weber, 2006:5). Curry asserts that “donor countries need to shift from facilitating the dumping of unwanted materials, such as surplus print runs, to supporting indigenous publishing” (Curry, 2002).

Obadiah Moyo points out that “[m]ost rural communities have become dumping grounds for any rubbish which occupies space in urban centres. It is sad to note that this rubbish also includes some reading materials which are useless to the lives of rural citizens” (cited in Sturges & Neill, 1998:98). Arguably this type of dumping could be regarded as toxic waste, contaminating libraries with out-of-date information that not only makes it very difficult for library users to find useful information in amongst the rubbish, but may even be detrimental if applied. Metaphors of pollution are also used to describe the role misinformation can play in derailing democratic processes. Within a discussion of libraries and democracy, Mohammed M. Aman talks about “information pollution from within and without” to describe one of the barriers to the flow of information to support democratic processes (2006:91).
Finding meaning in the metaphors
So how do these various metaphorical representations of the library, in popular culture, within LIS literature from both Africa and the West, interact to highlight thematic challenges and opportunities for libraries and librarians committed to the idea that democracy belongs in the library. I have drawn out three threads for consideration now, threads that will no doubt be taken up in greater detail in other presentations at this workshop as we explore ways in which we can, as a profession, proactively promote democracy in African libraries and archives.

Knowledge is power
There is certainly a more explicit focus on the politics of information and civic engagement evident in the literature of African librarianship, no doubt informed by the political climate and rhetoric of the continent, but the issue of power pervades both external and internal representations of the library reviewed. A critical awareness of the library’s historical ability to hoard and control access to information is clearly represented by the images of fortresses and prisons, surveillance and, in its most extreme form, the library as censor, governmental or religious, able to alter or destroy the human record without recourse. These images highlight the fact that although the maxim “knowledge is power” has become a regular feature in contemporary discussions of the information society and the knowledge economy, the control of information by and in libraries has been, and arguably is still associated with privilege and power throughout history.

Within the African context, the representation of libraries as forces for imperialism and colonialism is an obvious expression of the imbalance of power being reinforced by control over information. Metaphors of poverty can also be interpreted within this paradigm as being poor and are all too often synonymous with being powerless, especially when one’s primary source of wealth – oral knowledge – has no value in a print-dominated economy.

These metaphors highlight the need for librarians to open up the fortress to contestation. By promoting the idea of libraries and archives as contested sites of power, ideology and memory,
by explicitly drawing attention to legal mechanisms that either limit or enable access to information, such as copyright, secrecy, and freedom of information legislation, libraries can encourage and, through the provision of information literacy training, better equip citizens to question on an ongoing basis who is controlling the way information is being presented or misrepresented, what is being withheld and why? As archivists Schwartz and Cook put it: “When power is denied, overlooked or unchallenged, it is misleading at best and dangerous at worst. Power recognized becomes power that can be questioned, made accountable, and open to transparent dialogue and enriched understanding” (2002:2).

The preservation of the human record(s)
Within this context of censorship and control, concern for the preservation of the human record, represented by the images of memory and history becomes paramount. Primarily the library as memory trope seems to highlight concerns over whether the human record is being preserved accurately and comprehensively, without alteration, for free use by future generations.

While it seems largely acknowledged that the library, as an institution, exhibits the necessary expertise in preservation, questions about whether all histories are in fact being recorded and preserved (as seen in the oral information environment in Africa) and if the shifting and impermanent digital information environment is being regularly captured for later retrieval. Interestingly, this trope is used optimistically in the fictional examples cited when expressing a subversive, grassroots initiative to contribute directly to this preservation process.

Arguably, this will for participation and ownership at the community level is becoming more prevalent in contemporary library models to ensure that efforts are being made to preserve diversity and inclusivity in the human record(s). That said, there is significant work to be done by the information community in Africa to ensure that local histories are not being marginalized by unquestioning adherence to imported library structures and systems, or the uncritical admission of possible pollutants in the form of donated foreign library materials. There is also room to
develop partnerships between different libraries and archives to recover lost or marginalized histories through oral history projects, to guard against future memory loss through preservation and digitization initiatives.

The library as a space for conversation and debate.
The final thread I would like to draw out of these metaphors is that of encouraging and celebrating voice in the library. Richard Hoggart asserts that “A well-running democracy will constantly quarrel with itself, publicly about the right things and in the right way” (1995:340). Democratic processes of political participation, freedom of expression and the contestation of political ideas all hinge on the idea of finding and using voice to conduct these arguments.

Dispelling the *spy*, the *censor*, the *policeman*, libraries can provide citizens with a space, a *sanctuary*, a *commons* in which to *converse*, to test their voices, to encounter and debate with the voices of others, written or spoken, from the past or present, without fear of censorship, surveillance, exclusion. As *memory*, this space should ensure the inclusion of previously marginalized voices and histories in the library, encouraging dissenting voices to be contained in the same sphere, to argue over and draw attention to struggles for justice, the making of democracy, and the writing of history. The library also needs to shrug off ideas of neutrality and impartiality to find a voice to lobby for equal access to information, encourage participation and advocate for democracy on an ongoing basis.

In *Archive fever*, Derrida asserts that: “There is no political power without control of the archive, if not of memory. Effective democratization can always be measured by this essential criterion—the participation in and access to the archive, its constitution, and its interpretation” (1996:4). If archives and libraries are committed to promoting democracy, we need to invite activism into the profession and into the library – to assert and protect the rights of access to information, encourage participation in the negotiation of meaning and preserve the memories of these debates for future interrogation.


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Public libraries and democracy: the Kenyan experience

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The modern public library in large measure represents the need for democracy for an enlightened electorate, and its history records its adaptation to changing social requirements (Jesse Shera).

Abstract
Free and open libraries are vital to the success of democracy. Libraries collect organize, preserve and provide access to knowledge and information. They preserve a valuable record of culture that can be passed down to succeeding generations. They are an essential link in communication between the past, present and future. They provide people with access to information that they need to work, play, learn and govern. Library resources are of global nature. There is no restriction of age, colour, race religion or physical condition. This paper looks at the role public libraries in Kenya play in promoting democracy through providing free and open libraries, promotion of literacy and reading, information and intellectual freedom. It outlines the challenges facing public libraries and shows the way forward for Kenyan public libraries.

Introduction
Democracy is a form of government, a way of life, a goal or ideal and a political philosophy. It comes from Greek words “demos” meaning people and “kratos” meaning power. United States President Abraham Lincoln described such self-government as “government of the people, by the people, for the people.”  

The citizens of a democracy take part in government either directly or indirectly. In direct democracy, also called “pure” democracy, the people meet in one place to make laws for their community. Such democracy was practised in the ancient Greek city state of

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Athens, and exists today in the New England town meeting. Most modern democracy is representative democracy. It is impossible to have people meet as a group in one place in large cities, states, provinces or countries. Instead, they elect a certain member of their fellow citizens to represent them in making decisions about laws and other matters. An assembly of representatives may be called a council, a legislature, a parliament, or a congress.

Government by the people through their freely elected representative is sometimes called a republican government or a democratic republic. Most voting decisions in democracies are based on majority rule. Most important aspects of the democratic way of life have been the principles of individual equality and freedom. Citizens in a democracy should be entitled to equal protection of their persons, possessions and rights; have equal opportunity to pursue their lives and careers; and have equal rights of political participation, freedom from undue interference and domination by government. They should be free within the framework of the law to believe, behave and express themselves as they wish. In addition, democratic societies seek to guarantee their citizens certain freedoms, including freedom of expression, formulation of views, freedom to conceive ideas, freedom of association, freedom to think, freedom to work and live where they choose, and freedom from arbitrary arrest and imprisonment. A nation in which people cannot express an opinion for or against a government or dogma or select a government of their choice, ceases to be a democracy.

This century has seen the adoption of the democratic models of government in most nations, especially African countries, and Kenya is no exception. With pressure from the USA and the World Bank, aid to African countries was made conditional upon imitation of western political institutions. Since the 1990s Kenya has embraced change towards democracy, agreeing to

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adopt multiparty politics, and has since seen transition from one
government to another. People now want to be free to govern
their own affairs by expressing their personal and collective
individuality and have their distinctiveness recognized. The
principle of democracy is now universally recognized. It is the
right of the people to take part in government of their country
through free and fair elections. There is transparency and
accountability and the public can be able to access information
and also question government decisions through their elected
representatives. There is an active opposition in parliament and
there is no longer fear of intimidation.

The aim of this paper is to examine briefly the key features and
characteristics of democracy and identify the role the public
libraries play in promoting democracy through provision of open
access to information resources, reading promotion and literacy,
and provision of information and intellectual freedom. Reference
is made to Kenya National Library Services, the largest public
service network in Kenya, with 46 branches spread countrywide.
Mention will be made of National Documentation Service (a
government reference library) housed at the Kenya National
Archives, Nairobi. The libraries in ministries are not the focus
of this paper; I wish, however, to recognize the important role
they play in holding government information. These libraries
are more or less closed to the general public unless the client
is referred to them by the public libraries. The National Library,
a division of Kenya National Library Services and National
Documentation Service, takes the responsibility of providing
government information to the general public. There are
District Documentation and Information Centres whose role has
been “passive” in information provision, established in District
Offices. Except for those working in the District Offices, access to
information in these centres for the public has been frustrating.
The paper also highlights the challenges facing public libraries
and suggests a way forward and, ultimately, the conclusion.
Features and characteristics of democracy
Characteristics of democracy vary from one country to another, but certain basic features are more or less the same in all democratic nations.4

Free elections
These provide a chance for people to choose their leaders and express their opinions on issues. This is done through periodic elections to ensure true representation. Voting is by secret ballot and election results must be protected against dishonesty.

Majority rule and minority rights
Majority rule is based on the idea that if all citizens are equal, the judgment of many will be better than the judgment of a few. At the same time, protection of individual rights such as freedom of speech, press, assembly, and religious worship by government must be guaranteed. The majority must recognize the right of minority to try to become majority by legal means.

Political parties
These are a necessary part of democratic government. Rival parties make elections meaningful by giving voters a choice among candidates who represent different interests and points of view. The United States and Great Britain have chiefly two-party systems. Many democratic countries, have multiparty systems which have more than two major parties. Often, in these countries, no single party gains majority in the legislature. As a result two or more parties must join to make up such majority, forming a coalition government. In democratic countries the party or parties that are out of power form the “loyal opposition”, that is, they criticize the policies and actions of parties in power. In various dictatorships, criticism of a party in power may be labeled as treason, as frequently only the government party is allowed to exist.

Controls on power
Democracies have various arrangements to prevent any person or branch or government from becoming too powerful. For example, the US constitution divides political power between the states and the federal government and some powers are shared. It further divides the powers between President, Congress and Federal courts, each branch checking the other. Government officials are subject to the law and are accountable to the people. Officials may be removed from office for lawless conduct or for other serious reasons. The communication media also keep officials sensitive to the public. In the current constitution of Kenya, the feeling has been that the President has so much power; these are some of the changes that shall be made when Kenyans change the constitution.

Constitutional government
Democratic government is based on law and in most cases a written constitution. The Constitution states the powers and duties of government and limit what the government may do. Constitutions also say how laws shall be made and enforced. Most constitutions have a detailed Bill of Rights that describes the basic liberties of people and forbids government to violate such rights. Some constitutions may be unwritten procedures accommodated as basic rules of the system arising out of common practices or customs, as in Britain, where certain customs and conventions and other major documents are widely accepted without use of a single document called a constitution. An essential characteristic of a democratic government is an independent judiciary to protect the integrity of the rules and rights of individual especially against the government. Kenyans are in the process of changing their constitution to adapt to the current political climate.

Private organizations
Individuals and private organizations carry on many social and economic activities without unnecessary government interference. For example, newspapers and magazines are privately owned. Labour unions are run by and for the benefit of workers. People may worship freely. Private schools operate along with public schools.
Examples of countries with a long history of democracy are Australia, Belgium, Canada, Denmark, the Netherlands, New Zealand, Norway, Sweden, UK, USA; from the mid 1900s Italy, Japan and Israel. In the late 1980s and early 1990s democracy increased in northern, central and eastern Europe with the collapse of Soviet Union. Looking at these countries, one can see that the majority of these are in the “developed” world. Those elected are accountable to those who elected them and transparency allows the citizens to monitor the process by which the elected adopt and implement public policy, sustained through free flow of information without state interference. Each country has had a notable feature and Alex Byrne singles out Australia, which gave the world the secret ballot. New Zealand was the first to recognize voting rights for women; India took the vote to minorities; Scandinavian countries brought in ombudsmen and exemplary models of democracy.5

This process is not limited to these regions alone. Developing countries too are moving towards democracy. There is a need for citizens to be equipped with the right information to participate in the democratic process and eradicate social problems facing them in order to achieve true democracy. In a country like Kenya, the constitution embraces the freedom and rights of individual and recognizes the right to information and to conceiving ideas without interference.6 Without social justice, a strong democracy cannot thrive. Libraries have a role to enhance this free flow of information and develop informed citizens.

Role of the library in promoting democracy
Public libraries, as a social service in the community, have a role to play in promoting democracy. In Norway, public libraries are among the few public meeting places which are visited by people from all levels of society.7 This is similar in most countries. In Kenya every morning people young and old flock into the library

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in search of information. Members of the public visit the library voluntarily at their own free time in search of information.

Open and free access
The library system is a democratic institution fulfilling a vital social function to offer everybody equal access to information and knowledge. The UNESCO Public library manifesto states that “the public library shall, in principle, be free of charge” and services “should be provided on the basis of equality of access for all regardless of age, race, gender, religion, nationality, language or social status”8. The Kenya National Library, as a public library, is open to all regardless of age, race, culture, tribe, socio-economic status, education or political affiliation. The individual has the right to acquire whatever knowledge and experience he or she may seek.

The Kenya National Library Service offers services freely to both children and adults and users are free to navigate through the resources available in an open access environment. The Library collects and acquires information in all formats (appropriate media, print and non-book material, and online data) and makes the same available to different types of users. Information is readily available with staff willing to assist the public. Service is provided as a public good (supported by the tax payer). Accessibility to all helps redress inequalities that result from social exclusion.

Most Kenyans cannot afford to have individual libraries, nor purchase books or information material. Not all schools have libraries and therefore without the public library, the majority of Kenyans would have been denied the right to information which is a democratic right of an individual in a democracy. Schools and individuals from different economic backgrounds are able to interact freely when navigating through the information resources.

In the 1980s libraries were only concentrated in cities and major towns. Rural communities were therefore denied an essential

service. They remained behind in development and hardly took part in democratic process. Most voters in the community voted based on clans and, on a wider note, the ethnic community to which each belonged influenced voting. The community hardly knew their rights and had leaders imposed on them. These leaders would come and make them promises, get elected and move back to the city without making any tangible contribution. People did not know the importance of exercising their franchise, and hence the voter turnout was low.

With developments in education and the opening up of libraries, the public was enlightened and the trend changed in the 1990s. People were able to access daily newspapers, magazines and even government publications, which enlightened them. The Kenya National Library Service (KNLS) came up with an initiative of community participation in development of libraries which saw the establishment of Community Libraries in the rural areas. This promoted equity and hence social cohesion. The library has become a meeting point for individuals and even groups of communities. For example, a community library in Lagam, established by World Vision in partnership with KNLS, has been able to bring together two warring communities in the North Rift region of the Rift Valley; the Pokot and the Marakwet ethnic tribes. Through usage of the library, the hostility that existed between those in the area around the library has diminished.

Public libraries offer public space for community activities. A community library in Nyilima, in the Nyanza province of Kenya, has various clubs like the Dero Ajua Club, and the Dero Scrabble Club in which the public interact with one another and exchange ideas. Open forums in public libraries like video shows and talk shows bring people together to exchange ideas. The forums are usually on topical issues such as HIV-AIDS, women and development, child abuse, the environment, elections, the law and society – to mention but a few – and sometimes facilitators are invited from

9 Throup and Hornesby (1998)
11 Ngugi (2007)
outside. For example before the Kenyan general election in 2007, KNLS-Eldoret Library had people from the Electoral Commission who came to sensitize the public on the importance of the right to vote and the right to select the candidate of their choice. When Kenya had an outbreak of the AIDS pandemic, the KNLS opened AIDS sections in their branches and acquired information in both book and non-book format. Video and talk shows were organized to sensitize the public. Lack of information about HIV-AIDS led to so many deaths and poverty and poverty-related problems: the KNLS played a major role in providing access to Information to fight this disease.

A notable organization at this time was TAPWAK, which made facilitators available to come and speak out and discuss with the public at the Nairobi Area Library. In Eldoret Library, there was “Kimumu People Living with Aids”, whose director came and held discussions with the public. After the post-election violence in Kenya, the KNLS-Eldoret Library was holding video shows on conflict, to enable people in the region to look back and see the need to relate and live together. The public library is the only place where this message of togetherness can be passed on to the public, bearing in mind that it is free for all.

The library opened its doors to Internally Displaced Persons (IDPs) in the area when they visited the camp in town. The camp was a result of post-election violence that saw the displacement of certain ethnic communities in the region. Children who were displaced were enrolled in a school supported by UNICEF at the camp. The KNLS felt the need to assure children and adults that they could access information at the public library since resources to offer mobile library services regularly at the camp were not available. The library gave a library education to primary school children, and donated books. The message passed on was that in a public library there is no discrimination, anybody can access the resources available regardless of age, sex, ethnic, social or political affiliation.
Literacy and promotion of a reading culture

Literacy has been an important factor in building societies throughout the world, based on welfare, democracy and human rights. Knowledge is increasingly important in our modern society, a society much more complex and varied than before. As long as reading and writing remain basic accomplishments in knowledge-based society, libraries will play a significant part in strengthening these skills.12

Public libraries in Kenya have continued to play a major role in sustaining literacy. One of the objectives of the Kenya National Library is to develop literacy and sustain a reading culture. The KNLS has achieved this very well through regular reading promotion campaigns and provision of information material to the public. Regular Children’s Reading Tents are held throughout KNLS branches countrywide, and enhanced with activities such as reading competitions, poems, songs and dances during the occasion.

The KNLS also teams up with publishers and even authors in promoting reading in celebrating national and international events like Book Week (celebrating the importance of a book) and World Book and Copyright Day. Themes on the occasion usually include reading for life, reading for poverty reduction, becoming a reading nation – to mention but a few. The themes are geared to promote a reading culture among the Kenyans and therefore to sustain high literacy rates. In Mombasa Library, the children’s library organized a reading competition in conjunction with Macmillan Publishers, whereby children were encouraged to read a book and discuss the contents. This also helps promote a reading culture.

With people who can read and write, it is easy for individuals to take part in the democratic process by voting for the representatives they wish to have, those they hope will relieve their problems, especially those associated with poverty. The majority of voters in third world countries, Kenya included, are beset by poverty-related problems and every time they vote they do so for one

who promises liberation from these. Mchombu notes that “non-literate people are at permanent disadvantage—unsure of their rights, unable to fulfill their potential and unable to play a full part in society. They are disempowered. Literacy is a right and a capability that is fundamental to overcoming poverty.” When the people vote, they will be taking part in decision-making processes.

Literacy enables people to understand written text and to communicate through writing. Without access to adequate information, citizens are unable to fulfill their learning potential, engage in the democratic process and learn new skills to enhance their lives and livelihoods. Without availability of resources to sustain literacy, adult learners lapse into illiteracy just within a few years. The KNLS works hand in hand with the Ministry of Education (Department of Adult Education) in sustaining literacy. The Ministry has District Education officers overseeing every district to promote literacy. Schools have been set up for adult learners to teach them how to read and write to enable them be resourceful citizens. The KNLS assists them establish resource centres in the adult informal schools. They also donate books to build up their collection and educate teachers in keeping these libraries.

Public libraries have a role to play in providing access to information relevant to the needs of people, for learning new skills, adopting new ideas and tackling social problems facing them. Bunch categorizes information to fight poverty and illiteracy as follows:

- **Survival information** – related to health, housing, income, legal protection, economic opportunity, political rights etc.
- **Citizen action information** – for effective participation as individuals or members of a group in social, political, legal and economic process.14

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Public libraries are able to equip people with the skills and means to become information literate, and enable them to locate, access and evaluate information. The information resources in public libraries sustain literacy.

In the contemporary information age, advancement in information and communications technology (ICT) ensures that a country’s population can exchange and access information freely. Today much information is released through use of this new technology: scientific discoveries, business information, civic information related to education. The advances in ICT have widened the gap between developed and developing worlds -- a problem that UNDP\textsuperscript{15} has noted, as well as leaders of the G8 during the 2000 summit, when they issued a charter on the Global Information Society.\textsuperscript{16} World Bank Statistics in 2004 showed that 63\% of the US population were using internet compared to less than 2\% in sub-Saharan Africa.\textsuperscript{17}

The availability of public libraries in the rural community is a chance for public libraries to equip the rural population with skills to access the internet. This will enable rural communities to tap into knowledge that will uplift their socio-economic status and compete with their urban counterparts, bringing about equality among people. The KNLS offers internet services in rural towns such as Kilifi, Nyeri, and Eldoret among others. Readers are able to come and navigate through the resources on the web, especially the adult professionals who, before these libraries set up cyber cafes, had never used the internet before. In Eldoret Library for example staff at the cyber café assist and equip teachers with skills to search for information for their research in continuing education. Lawyers too are able to access the internet and browse through freely without being uncomfortable: they say that the public library is so conducive for them – unlike the cybercafés

out there jammed by youth. At the library professionals are not embarrassed to ask and be taught, and this supports the fact that a library is an informal learning centre.

**Provision of information and intellectual freedom**

Public Libraries offer opportunities for lifelong learning through provision of information with diverse views. Intellectual freedom is the right of every individual to both seek and receive information from all points of view without restriction. It provides for free access to all expressions of ideas through which any and all sides of a question cause or movement may be explored.\(^{18}\) According to Article 19 of the UN declaration of Human rights, “everyone has a right to freedom of opinion and expression...to seek and impart information and ideas through any media and regardless of frontiers”.\(^{19}\) Intellectual freedom is the basis of a democratic system, where people are expected to be self governing, but to do so responsibly in order to be informed citizens.

Article 19 encompasses the freedom to hold, receive and disseminate ideas. Sometimes this freedom is suppressed by certain individuals, groups or government officials stating that the information concerned is dangerous. Such suppression is called censorship. This is usually done through use of the power of the state to impose its views on what is truthful and appropriate or offensive and objectionable, on everyone else. These pressurise public institutions like libraries, media houses, schools and the like, to suppress and remove from public access information that they judge inappropriate or dangerous, so that no one has a chance to read and make their own judgment about it. They prejudice material for everyone.

Usually censorship occurs when materials are restricted to particular audiences, based on age and other characteristics. The censors justify their actions by branding the censored information as offensive, and the ideas presented as hateful and

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destructive to society. Sometimes they are concerned that the censored information may have a bad influence on young and weaker people. A library’s decision not to select certain materials is not censorship, unless influenced by the wish to restrict access to a certain point of view for the public. Democracy requires an educated population to be able to engage in open discussion regarding issues that affect their life, and to choose priorities through active participation in decision-making processes. Public libraries must provide information about government, which librarians help people locate, and conceptualize the information necessary for strengthening citizenship.

As informal learning centres, libraries support formal education. They contribute to the social wellbeing of individuals, helping them overcome barriers that may have been created by poor or inadequate education earlier in life. Kenya for example has had many school dropouts due the high cost of education. Many people register privately for exams and have free access to public libraries for reference sources.

Today people have also realized the need for retraining and continuing education, which has become a feature of modern economic life. With advancement in education, people are able to get better remuneration and thus improve their economic welfare. People use public libraries to get information for their education goals, and to do research, and thus libraries promote democratic ideals.

Libraries select and process information from all points of view, as neutral providers. In doing this they must ensure that rights of the individual are protected. The American Library Association affirms that all libraries are forums for information and ideas, and offers basic policies that should guide their services. One states that

It is inevitable that in the democratic process, the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society, each individual is free to determine for
himself what he wishes to read, and each group is free to determine what it will recommend to its freely associated members. But no group has a right to take the law into its own hands and to impose its own concept of politics or morality upon other members of a democratic society.\(^{20}\)

Public libraries have rules and regulations and a customer code of conduct to be adhered to by clients. At the KNLS, for example, readers are asked to avoid playing loud music in the library and to switch off mobile phones. These rules protect individual rights in seeking information and enjoying the comfort of library environment.

Public libraries have a role to protect young readers from accessing what is harmful to them, in order that they are able to be responsible citizens. This does not mean keeping away books from children as has been the case in practice in Kenyan libraries. Usually books they feared would influence children negatively have in the past been kept from them. Examples are books on terrorism, sex, and certain books about cults. In the adult libraries some collections are kept under closed access and retrieved on request. Such collections could be those proscribed by the government, labelled books, and controversial books. This is to ensure that the democratic right to have access to information of their choice is not infringed upon. It is upon the reader to exercise his critical judgment and accept or reject the bad.

Public libraries must also protect the interests of publishers and individual authors (Intellectual property rights) by discouraging photocopying of a whole document and allowing copying of only a few sections. This is to encourage the public to purchase books and enable the owner to enjoy the proceeds from his work. Libraries have therefore to remain neutral in information provision and not to favour any idea or restrict access to information.

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Challenges
Kenyan public libraries face the following challenges:

- **Inadequate funding:** This happens especially when a country is faced with economic problems that necessitate budget cuts. The library is usually the soft target and library managers are left with no choice but to reduce spending on the purchase of books; ICT equipment and publicity campaigns to promote reading are also affected. This hinders promoting democracy.

- **Inadequate library facilities:** Public libraries are unevenly spread countrywide and not all rural communities have access to libraries.

- **Inadequate infrastructure:** This continues to widen the digital divide between the rich and the poor, the rural and the urban areas. As technology advances internet access remains a dream to the poor and to rural communities.

- **Libraries are not a priority in the national agenda:** Usually social problems like poverty, unemployment, HIV/AIDS are the main focus. Yet it is lack of access to information that causes such social injustices.

- **Lack of training in democracy promotion:** Librarians in public libraries have not actively embraced their new role as agents for democracy. We can learn from others in making headlines to fight censorship.

- **Diverse needs:** It is difficult for public libraries to meet all needs of a community. Communities in urban areas differ from those in rural areas.

- **Lack of national library coordination and co-operation:** There is no identified body to coordinate the public library system in Kenya. This has slowed the growth of public libraries. Without the efforts of the KNLS to develop public libraries countrywide, there would be only a few public libraries in Nairobi and the Macmillan library set up by local authorities. District Documentation Centres, set up by the Ministry of Planning, have been passive in information provision, while the National Documentation Centre is based in Nairobi. There are no agreed standards for service.

- **Censorship:** The culture of Africans has considerable influence on materials selected and public libraries are
faced with the challenge on how to approach the public on censorship.

- **Library advocacy**: The public library has a challenge to lobby with government partners to promote democracy.

**The way forward**

- **Provide access to information**: Public libraries must provide information and opportunities for dialogue and be accessible for civic meetings, where citizens can share similar interests and concerns. It is the duty of public libraries to do all they can to inform citizens about what they can offer.

- **Information literacy training**: Librarians in public libraries should assist citizens to identify and evaluate information essential to making decisions that affect the way they live, work and govern themselves.

- **Bridge the digital divide**: Public libraries should strive to bridge the gap between the information rich and poor. Information equity should become a priority. Libraries should lobby the government and other stakeholders to ensure that all community libraries have electronic access to information. Politicians must be made aware of the importance of libraries and support their actions.

- **Manage change**: Public libraries must embrace change since it is an opportunity for growth and development. Libraries should work with the Kenya Library Association and the government to initiate national virtual library multipurpose community centres and Information services.

- **Promotion of intellectual freedom**: Librarians must speak out against censorship on political and religious views. In the past we have had proscribed books and magazines like *Mwakenya; Detained* by Ngugi Wathiong’o; *Satanic verses; Muntu* by Joe de Graft, kept under closed access or removed totally from the shelves. Librarians must come out in the open through their Association and campaign ceaselessly against any act to keep information away from people.

- **Advocacy**: Public libraries must form an association together with the National Association and be part of civil society, and be partners with government in promoting democracy. They should encourage the government to use public libraries as arenas for debates and discussions with the
public about reclaiming democracy. They must partner with local authorities, educationists and institutions and arrange meetings between citizens and politicians, lawyers, tax authorities and others. Librarians must also get specialized training in other fields like law, media and other fields and be able to interpret information to the general public.

- **Open access to libraries:** Librarians must leave out their personal beliefs and opinion while serving the public since this interferes with service provision. Libraries must remain open and information must be readily available to readers.

- **Promote culture of reading:** Most Kenyans lack exposure to libraries. It is important for public libraries to market library services intensively and bring people to acknowledge libraries as places of healing and hope. At the end of the Children’s Peace Reading Tent at Eldoret Library, which was a hotbed of post-election violence in Kenya, one teacher remarked that the choice of a library for such an event was great. This, he said, was because at the library everybody is allowed access and there is no discrimination in terms of age, tribe or ethnic group, sex or political affiliation. During this session children from schools in town, both public and private came to share their experiences through reading, writing, drawing and singing as part of a healing process. The event was organized by the New Partnership for Africa’s Development (NEPAD) and Artists Forum International (AFI) in conjunction with Kenya National Library service.

- **Build balanced collections:** Public Libraries must aim at acquiring information on diverse subject matter to meet diverse needs. They should foster and encourage open discussion and unrestricted debate. They must preserve the National Heritage to profit future generations.

- **Support research:** Public libraries, being accessible, should aim to be centres for theses and dissertations to be accessed by the public. This will encourage development of a knowledge society.

### Conclusion
Democracy is possible when citizens are enlightened through access to information and knowledge. Free and open libraries are vital to the success of democracy. Libraries must collect organize,
preserve and provide access to knowledge and information. They must continue to preserve the valuable record of culture that can be passed down to succeeding generations since they provide an essential link in communication between the past, present and future. It is important that librarians be active in promoting democratic ideals since only libraries are a neutral place where all people can meet to access the information they need to work, play, learn and govern, without restriction of age, colour, race, religion or physical condition.

Without libraries, rumours, innuendo and misrepresentation flourish in a society. Many information providers have been used as instruments of governments, political parties and powerful businesses, to mention but a few, to spread rumours by providing half truths and sometimes downright lies, telling people what certain groups want to hear. This has been done through manipulation, bribery, corruption and intimidation. The defamation and censorship laws have sometimes been used to force the media to present slanted inadequate and untrue information, and these tend to control the minds of people.

In providing free access, libraries must ensure that they do not provide information that will affect rights of others. Freedom means also responsibilities, which libraries must keep in check. It is only with unlimited access to information that a country can experience economic development whose end result is elimination of social injustices which are a threat to democracy. Libraries remain the only gateways to information that cannot be corrupted.

The era of poor libraries which were used by government to censor information from other groups ceased long back during the war between capitalist and socialist countries. The capitalists restricted information from the latter and sometimes freedom of religion was denied as it was seen as promoting certain traits. Today the atmosphere has changed and there is tolerance in most countries. The struggle for democracy continues and libraries should be in the forefront as information providers to liberate the mind of individuals from orthodox beliefs.
At this point I wish to point out that the KNLS has been in the front line in making the government incorporate libraries as instrumental in achieving government development goals, when they worked with the Vision 2030 formulating team and libraries were included under the social “pillar”. The goal of Vision 2030 is to create a globally competitive and prosperous country, with high quality of life for all citizens by year 2030, and it depends on three fundamental pillars: social, economic and political.

This is the only way to eradicate inequalities at all levels in our society and since global economies today are information driven, libraries have to ensure information is accessed by all, be it academic, research and or public libraries, in order to achieve Vision 2030.
The role of libraries in nurturing democracy

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Preamble
The renewal of interest and participation in democracy is a major government priority and an issue of increasing concern to library authorities. Libraries have been involved in this principally through the development of information services such as
• Current Awareness Service (CAS);
• Community Information Service (CIS);
• Development of local content (databases).

These are examples of information services available within the catchment areas of public branch libraries. This information is being piloted in public access library form.

Involvement in information has in some cases led to library services taking a much more significant role than that of passive provider of information.

In Kenya during the constitutional review process, for example, the public library went out of its way to acquire copies of the constitutions of various countries for users to read and to understand democratic practices elsewhere. Legislators too made numerous enquiries and frequent visits to the National Library to obtain information to enable them to make contributions in Parliament and at constitutional discussion forums.

Separately, the strengthening of community groups, which has been achieved through some library initiatives, has facilitated involvement in local democracy and consultation as result of their greater presence and confidence: thus librarians are now members of development committees and community-based organizations and have played a key role in facilitating local consultation over community development plans. Research by KNLS also has found that library notice boards have helped raise the profile of community activities and specifically announcements
for meetings (consultative, religious, social, cultural, opinionative, and political forums or activism).

Supporting the development of community groups and individuals
In some cases, partnership between library services and community groups has been effective in supporting community independence (decision making) and organisational capacity. Since becoming involved in providing information sources such as the *Kenya Gazette*¹ to next of kin who inherit property in the event of death of an estate owner, libraries have grown in credibility. The community that supports their democratic rights sees the library as an important institution.

Empowerment
Empowerment has been defined as a process that “makes it possible for people who are disempowered to exercise power and have more control over their lives. This means having a greater voice in institutions, agencies and situations which affect them”. Indeed empowerment emerges from access to information that assists the translation of knowledge to the potential for democratic, social and political action.

For example manifestos of political parties are freely available and accessible to the public in libraries. Civic and civil society publications are equally disseminated by public libraries in Kenya. Such literature forms the basis for opinion formation and decision-making. Users increasingly access political party websites through public library Internet services, to be informed and propagate political loyalties and positions.

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¹ *Kenya Gazette* is an official government publication which communicates decisions of government on matters pertaining to government bills, appointments, land inheritance, etc.
Libraries services in nurturing democracy
Libraries have always been attractive and welcoming to children and young people: they are the first institutions most of us join in our own right, and this is in itself a symbolic introduction to democracy. “It is no surprise therefore that young people are among the heaviest library users, or that libraries put great effort and imagination into services targeted at them, as in the case of democratic ideals.”

As librarians seek to nurture the library habit in the populace, diverse formats of information materials on democracy can be provided as part of community services in support of young people and families, to support civic education, citizen education and social roles, and to strengthen democratic practices: once again well beyond the conventional idea of what a library is.

Libraries as a gateway to democracy
It is sometimes argued that the middle classes and poorer communities use the public library service, like other elements of the welfare state, disproportionately. “Whatever the general accuracy of this view, it masks both the value of libraries to those poorer people who do use them, and the important democratic characteristics it can create in people who do use them”. For example, people and readers who develop access to the Internet and other information sources like libraries, especially young audiences, including a high proportion of people belonging to ethnic minorities or disadvantaged rural populations, become attracted to democratic ideals.

It is indeed the poorer people who are hit hardest when the ideals of democracy are abused. If libraries are important sources of information and knowledge for everyone, then libraries are an end in their own right to democratise our society.

Targeting library services to promote democracy
Library resources, especially in the form of special initiatives, can be used specifically to support and develop democracy. For instance, by using audiovisual library services it is possible to increase the take up of the library service with special messages
or lessons on democracy, notwithstanding translations into local languages or vernacular.

A development role for libraries in sustaining democracy
Research shows that effective public library services can
- facilitate people’s involvement in local consultation;
- help develop and support community organisation;
- develop an empowering role and promote democratic participation.

Conclusion
Public libraries the world over should be aware therefore that, as custodians and providers of information, they play a special role in society, in shaping community aspirations, and serve as a vehicle for socio-economic development. Nations that will not embrace, invest in and preserve information for posterity will perish for lack of knowledge.
Reading more than the one book: resources of information in Yemen: a comparative study

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The state of affairs of book reading in Yemen is in no way conducive to comparison when it comes to solving the issue of whether libraries in Kenya can serve as a gateway to democracy. However, a view of a setting that differs from the one in focus can serve as a self-reference, like a look into a mirror.

My contribution is therefore to try to bring closer to the Kenyan librarian a comparative approach to the possibilities and limits of a restricted reading culture in Yemen in general, and to invite readers to draw their own conclusions as to what stage the overall objective of the democratization of reading has achieved, and can achieve.

The paper has four parts: general background information on Yemen, with a special focus on education; reading in Yemen; indicators of democratic expression; and the impact that a German cultural centre can have with regard to a reading culture.

Libraries in the Arab world in general mirror the state of affairs. The Arab world encompasses countries from Mauretania to Qatar; their gross national income varies considerably as does the range of services offered to the average citizen. In Egypt Alexandria, with its Great Library, is reuniting glorious phases of antiquity with a thrilling architectural aspect that may, as some specialists indicate, still have metre upon metre per shelf to fill. In war-torn Iraq, even the National Library suffered the same plundering as did the National Museum, and the richness of both may be lost for mankind for time to come.

Dubai and Abu Dhabi, on the other hand, are competing for yet more records: the largest book city, with book fair facilities, new delivery systems, and on-the-spot publishing houses that are likely to overshadow the most elaborate “traditional” book fairs technically. This challenge might be welcome in the region, yet
also leads to questions about the content of the books that are to be disseminated in the future: “who will get to read what?”

The Republic of Yemen does not compare with what the oil rich states offer: there is little entrepreneurial opportunity or free investment and there are few international standards, for example, with regard to investment laws. Instead, Yemen is often referred to as the “poor cousin” on the Arabian peninsula, with a gross national product of US$1200 and a per capita income of US$700 per year.

Facts about Yemen
The Republic of Yemen is located at the south-western end of the Arabian Peninsula; more than half of its surface is shaped by the sands of the desert, “the Empty Quarter”, flanked by a chain of mountains at an altitude of up to 3000 metres towards the westernmost part of the country (surface area 550 000 m²). While the population is 20 million now, it might have reached 60 million by 2020 if predictions of birth rate prove correct (6.3 children per woman on average). The Republic incorporates tribal areas, a formerly socialist system in the South where most of the oil fields are located. While Islam is the religion of 99.5% of the Yemeni population, there is a Jewish population (mainly in the North) as well as small Hindu and Christian populations (mainly in the South).

Because of a long coastline along the Arabian Sea, the Gulf of Aden and the Red Sea, intercultural exchange has been through the diffusion of Islam by sailors and merchants from the South-Yemeni (and Omani) coast, where the inhabitants are generally open to the world. In certain rougher mountainous tribal areas, the local character also seems quite rough.

Yemen is the only democratic republic on the Arabian Peninsula, where it is surrounded by monarchical systems (Kingdom of Saudi Arabia, Sultanate of Oman, and United Arab Emirates). The last presidential election that was held in 2006 was carried out with the participation of an electoral supervising mission of the European Union. This resulted in altogether positive observations, with roughly 20% of votes for the opposition (an all-time record so far).
Recent Yemeni history also includes a civil war-like rebellion in the North of the country (the “Al-Houthi rebellion”).

As an almost monolingual state, Yemeni Arabic is close to standard Arabic; Mahri, a language of the Holhotic language group studied by late Professor Dr Alexander Sima, is mainly spoken in the Mahra Governorate, while Soqotri is confined to the Yemeni island of Soqotra and its inhabitants. Both languages are related to Ethiopian Amharic to a wider and lesser degree. Arabic, however, is not only the official language of Yemen, it is also the standard. There are multiple distinct dialects throughout the entire country but these cannot be compared to vernacular languages at all, and provide a different basis from numerous multilingual states in Africa.

Yemeni Arabic speakers differ sociolexically according to their active command of vocabulary. Differences between rural and urban areas may apply with regard to literacy, as 70% of all Yemenis live in rural areas without access to very good educational institutions. The 30% who live in urban areas share one city of over 1m inhabitants (Sanaa), three cities of 800 000 -1m inhabitants (Aden, Mukalla and Hodeidah), and two cities of 500 000 – 800 000 inhabitants (Taiz and Ibb).

According to a recent census, the illiteracy rate still lingers at around 50% of the male population and 70% of the female, similar to the figures almost thirty years ago. Although numerous efforts have been made to uplift the educational system in general, the main obstacle seems to be the high birth rate that makes it difficult to keep pace with educational progress. Several donor nations have supported Yemeni national policies both materially and otherwise, and the schooling rate for girls in urban areas has risen significantly. In the countryside, however, where the majority of the population resides, schooling with a sustainable educational effect still holds many challenges with regard to qualitative standards.

The educational system does offer certain choices: a network of basic level schooling is in place, 300 secondary schools exist, vocational training centres can be found in every governor’s
province, and universities in the main cities do have branches in several sub-centres. While the educational infrastructure does exist, the content may be more of an issue of how to guarantee quality standards. With regard to Arab nations in general, the UNDP’s Arab Human Development Report notes that the situation is often affected by the subjugation of educational institutions “…to political strategies and power conflicts. Loyalties take precedence over efficiency and knowledge, while the ‘flame of learning’ and the drive for innovation is killed.”

It is difficult to see the complete picture. Instances of systemic change along with tools of information technology can be found, e.g. high school certificate grades can be viewed online by students, based on password access. Mathematics and sciences are said to have a deeper impact; on the other hand, with regard to primary and secondary language learning, the results on average are rather poor: according to Arab analysts, even standard classical Arabic is not taught in an enriching and comprehensive way, hence distancing learners from the linguistic creativity so much in demand with regard to the creation of up-to-date Arabic school manuals and the maintenance of Arabic as a language of instruction and tuition at universities. Whether this is a hidden agenda or political will, may have to be verified, as the Arab Human Development Report points out when it states that

Due to their authoritarian structure, the regimes in power work according to the interests of some small elite clique. They do not care about the interests of the majority of the population. They do not provide enough means for research, development, and the promotion of knowledge. Their principle is: will it be profitable to me and my clientele or not.

With such an exclusionist, non-integrative position a population cannot have a high standard of education. This is well known in general, though many private universities that are affiliated with the Party Al-Islah, a religious so-called reformist party, have

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2 UNDP (2003)
rather a good reputation. Muslim students from places as varied as Bosnia and Indonesia benefit from their scholarship system.

According to certain political forecasts, Yemen is bound to be categorized as one of the next “failed states”. The concept of “failed state” usually has a functional as well as a territorial, if not tribal implication, such as for example Somalia, and North American political think tanks usually are the first to adopt this point of view. A more national concern that is being cultivated in Yemen is the question of whether or not Yemen may fulfil, in part or in total, the criteria that are the minimum requirements to join the Gulf Cooperation Council (GCC). Working towards these criteria would require good governance, with a special focus on business issues and investment guarantees. Yet a different option may be an adoption of the “foreign state” principle, with undeveloped tribal territory as opposed to developed urban centres in Central Yemen. The question of how more fundamentalist segments of society can be integrated in a broad consensus is hitherto yet another societal challenge.

Reading in Yemen
With reference to the percentage of illiteracy and its prevalence countrywide, peaking in the rural areas, the next section concentrates on the segment of society that does know how to read (30% of the female population and 50% of the male, supposedly mainly in urban environments). If the slogan “every man a book” can be borrowed from more literarily politicized environments within the context of this conference, then this has been achieved in Yemen, since every person, or at least every household, is endowed with a copy of the Qur’an. Traditionally, and until the overthrow of the Imamate in 1962 (the kingdom prevalent in Northern Yemen until the revolution and the establishment of a democratic republic), only the Qur’an has been the most widespread source of scholarship and learning. With regard to reading habits and the consumption of the Qur’an as a written text, some researchers challenge this notion and suggest it being originally a text for recital and oral tradition.

This particular view of a reading culture is contradicted by the following general assertions on the state of affairs of the book
market in the Arab world: “the number of books published in all Arab countries together equals the number of publications of a country like Holland in six months”; “the number of books published in the Arab world does not exceed 1.1% of world production ... of which the total number of religious books is on average 17%, compared to 5% on world average”. The difficulty with regard to figures is that reliable ones are difficult to obtain; the estimate of an average all-time low is however widely held as valid. On a more general level, among the several cities of 500 000 inhabitants, a mere eight bookshops can be found that have a general selection and not a solely religious choice. In addition, some stationery stores also offer a minor selection of books.

Reasons for this lie partly in the low proportion of translated specialized literature used in university curricula, mirroring a dilemma: knowledge transfer by the use of a foreign language has its problems with regard to local on-the-job reception, while knowledge of a foreign language as a prerequisite to enter a public university may not be well supported by all parties involved, as it may contradict the concept of accessible education for all. What is lacking, however, are the necessary funds and the infrastructure for a translation industry (by comparison with former socialist Hungary, where 519 books per 1 million people were translated between 1980 and 1985, the figure with regard to the Arab world in its entirety is given as 4.4 items). The gap with international research will certainly widen, unless investment is made in knowledge and skills.

In the absence of a true reading culture, the question, quoting Saudi Arabian critic Abdullah Al-Ghadhami, is “is the literature of the written word bourgeois, while the image is democratic?”. While this quotation can be deconstructed with regard to the common likelihood of media misinformation and falsified news content, it does express a certain basic truth that is also conveyed in the above: the reading culture in Yemen is not very developed.

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Concentration on those institutions that are in place is therefore recommended.

The Sanaa Book Fair has taken place for the last 16 years and reaches about 20,000 visitors every year (0.1% of total population). A standard range of Arab editions from Lebanon, Egypt and Jordan offers a focus on self study material (IT, English), cooking manuals, children's stories (often religious and moral, quality standards), with an ever stronger section of books on religious endowment.

While a network of both public and private libraries is in place, standards may vary considerably. This is in part due to the general lack of facilities and equipment, but also training and motivation in the public sector. Budgets for new stock may be limited. University libraries in the major cities have however undergone a distinct improvement, and computer laboratories have been installed. Public libraries in urban settings seem to have a better standard in general, while private libraries (noteworthy among these is the library of the Al-Saeed Foundation) are impressive, although they can be counted on the fingers of one hand. Beyond that, there are a number of libraries that specialise in religious matters, such as the Dar Al-Maktutat, a unique collection of ancient Qur'an writings, and the Tarim Library, a centre of scholarly research in the Hadhrami city of Tarim. According to a study on Youth Organizations in Yemen, youth organizations do generally have a reading room; whether any of the material on offer is good reading value is questionable with regard to the “dumping-of-books phenomenon”.

A new project, the Sanaa Grand Library, is to take shape over the next few years, starting in 2008. While financing for the structure has been secured according to the press, foreign cultural services are being approached for cooperation in the field of training. In contrast with the media sector, within the book market censorship issues do not seem to play much of a role and tend to be rather unsystematic. The few bookshops in Sanaa may have a random selection, but titles that have led to antagonism in other Arab countries are readily available over the counter. Among these is the Saudi title “Banat Riadh” (“Girls of Riadh”, not available in
Egypt at the time of writing), the Yemeni novel “Bilad bila samaa” (“Land without skies”) and other novels where certain “hidden” gender aspects are being portrayed (e.g. women’s views on arranged marriages), or the Lebanese documentation “Al Hub Al-Mamnua” (“Unspeakable Love”, on gender minorities in the Middle East in general).

**Indicators of democratic expression**

Considering that the title of the conference is “Libraries as a Gateway to Democracy”, one has to wonder whether or not libraries do hold the power to serve as a gateway to democracy at all, seeing some of the problematic features listed above: literacy rates, a general lack of a reading culture, generally few publications or translations, and certain disadvantaged library services. Other sectors may serve as resources for democratic expression and exchange, while political analysts hold that “… after independence, most Arab countries came under national political regimes that represented little advance on the autocratic style of ancient and more recent history. Social and individual freedom were restricted in some areas and were totally absent in others, thus affecting the morals and practical values of people.”

On a practical level, some of the following examples may be classified as democratic rights: the right to vote, freedom of expression, the freedom to gather, freedom to form associations and civil societies, free access to university, the freedom, as a woman, to drive a car, the freedom for a woman to work; further examples can be added. While Yemen has held an excellent record of most of these in theory, certain restrictions since 2005 have arisen with regard to the freedom of expression, journalistic practices and the closing of websites.

In fact, many of the weekly cultural newspapers (Al Taera Al Waragatia, Al-Rai Al-Am) would be forums of free expression through opinion pages, editorials, columns and leading articles by influential writers, authors and intellectuals. Ever since 2005, peaking with the introduction of a new press law, the closing of newspapers is reported to have been erratic; Amnesty International and “Women Journalists Without Chains” claim dire prospects of arrest of journalists, deliberate imprisoning
with no charge or trial, attempted intimidation, violence, arrest and harassment. For a general reader, the above range of forums seems to have become smaller in numbers, and possibly more uniform in expression.

Relatively young formats like blogs and chat forums are certainly in vogue, but no research has been carried out on their use as a means of democratic expression and their mutual influences on the formation of new group identities. Again, in the absence of a true reading culture, is “the literature of the written word bourgeois, while the image is democratic”? (see above). TV-programmes, both news channels and Lebanese talk shows, suggest new ways of thinking with regard to general attitudes in diverse fields, especially with regard to very explicit social issues (divorced single women, transgendered persons and similar examples), as the UNDP Human Development Report states: “knowledge diffusion: bright spots in the media”.

The ultimate setting where social and thus democratic debate takes place in an institutionalized format in Yemen is the infamous Qat-session. Lending itself to misinterpretation, it plays in a classical sense the role of an important social institution where semi-public circles gather in order to discuss and exchange views on political trends and rumours. Poetic contest, lyrical expression, and courtly music would be elements of a classical Qat-session, as are businesses, arbitration and match-making. While the classical Qat-session used to be initially reserved for the upper classes, the consumption of Qat has, in the last twenty years, become a so-called vulgarized phenomenon, with Qat being consumed by an estimated 75% of the population in a timely wasteful, ineffective routine, that can be found almost everywhere. These circles, however, still do play an important role as a tool of social control and social exchange. While many young people in Yemen seem to have an addiction to regular Qat consumption, other more urban ones may still participate on special occasions, especially on the weekend, and are also very open to new horizons. This again refers to the internet and satellite TV, where occasions abound.

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4 UNDP (2003)
to feel part of a world society of kinds (televised misinformation notwithstanding).

The role of the German House for Cooperation and Culture

The German House as a cultural society follows the Public Diplomacy Guidelines and Foreign Cultural and Educational Policies that the German Foreign Office as well as the Goethe-Institut propose. Its purpose is to offer a home to young Yemenis in the globalised world and provide assistance towards a knowledge-based society. Yemen is no exception in being a country that may still have a long way to go (just as hardly any society in its entirety can claim being fully knowledge-based). German as a second foreign language is “trendy” in Yemen, with an increase of more than 300% in learners over the last four years in two locations. German House cultural programmes are trendy - in a place with a limited choice of cultural activities - with an increase of 400% in attendance at cultural activities. The library, called “Dialogpunkt Deutsch”, offers more than 1500 titles, and is an attraction mainly because of its good research services. Most visitors are interested in finding out about studying in Germany, which is why the German House offers consultation on DAAD-scholarships. Single Yemeni women are offered separate women-only hours. Many potential pursuits can be found through professional library networking with Yemeni institutions, and some are in preparation. The Sanaa Book Fair is one occasion where networking starts, and the German House is regularly offered an exhibition space free of charge. Some carefully selected books in Arabic translation will be presented: alternative views of Islam, or humorous stories of suicide bomb candidates who fall in love instead and drop their goals.

No very negative feedback has been received. Instead, a more frequent comment is “I am so glad you offer these activities and services, here I can feel like a normal person” (female visitor, student age). Respect and self-respect are high on the agenda of German House staff and trainers. With a good reputation and the right approach, the main objective will continue to be to win the trust of people, and then of key people in agencies and government facilities in order to enhance forms of mutual
exchange and thereby introduce more tools for information access, so that this will eventually become as widespread as possible.

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Libraries and Democracy: The Role of the Kenya National Archives and Documentation Service

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Abstract
The paper starts with a detailed introduction about the Kenya National Archives and Documentation Service. It goes on to explain what democracy is and gives an example of a well established democracy, what its characteristics were, and how it collapsed. The paper also looks at contemporary democracy that hinges on the provision of information. It is upon this premise that the role of the Kenya National Archives in democracy is built. Finally the challenges, way forward and a conclusion are given.

Introduction
The Kenya National Archives and Documentation Service (KNA&DS) is a department within the office of the Vice President and Ministry of State for National Heritage and Culture. The Kenya National Archives was established by an act of Parliament, The Public Archives Act of 1965 (commenced on 25th January 1966):

There shall be established, constituted and maintained a public department to be known as the Public Archives Service for which there shall be appointed a Chief Archivist, and such other staff as may be necessary for the purposes of this Act. ¹

The Act was later revised in 1990 to become The Public Archives and Documentation Service Act, Cap 19 of the Laws of Kenya. There was a slight amendment in this Section 3. (1), to rename the Public Archives Service as the Kenya National Archives and

Documentation Service. In addition to the renaming, the position of the Director was created for that of the Chief Archivist. Notable also was the inclusion of Section 5A, that distinctly set up the National Documentation Service and outlined its major roles, which mainly empowered the section to select, collect, process, house, control and preserve all bound documents created by any government ministry or department.\(^2\)

The department has seven divisions:

1. Records Management Service
2. Archives Management Service
3. National Documentation Service
4. The Conservation section
5. The Audio-Visual Archives section
6. The Microfilming section
7. Administration

**Records Management Service**

This section is decentralized and has five provincial record centres:

- Nairobi Records Centre: serves three provinces: Nairobi, Eastern and North Eastern Provinces. It is housed in Co-operative House within the Central Business District;
- Nakuru Records Centre: serves Rift Valley Province, a wide region from the South to the North Rift;
- Mombasa Records Centre: serves Coast Province;
- Kisumu Records Centre: serves Nyanza Province;
- Kakamega Records Centre: serves Western Province.

The main purpose of this service is to advise public offices on proper records management practices, through the development of file classification schemes, file retention and disposal schedules. Each centre is headed by a Provincial Archivist.

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Archives Management Service
This service is centralized at the department’s headquarters in Nairobi. Its main purpose is to provide preservation of public archives (microfilming, storage, audio-visual and conservation) and access facilities (search room) for the same materials. Efforts have been made to computerize archival lists and catalogues. Users are able to access both manual catalogues and catalogues on archival holdings. The department has embarked on a digitization project with the purpose of long-term preservation of archives as well as increased accessibility of archival holdings.

National Documentation Service
This service supplements archival materials with publications. In addition it facilitates establishment of information resource centres / documentation link centres in public offices. The NDS has six sections: Government Publications; the Murumbi Africana Collection; the Staff Library; the Legal Deposit Library; General Publications; and Periodicals.

The Conservation section
This section has state-of-the art equipment for conservation purposes. The major role of the department is to restore damaged specimens. For information to be available, it has to be preserved and conserved. The department also offers advisory services on best practices for preservation and conservation of information resources across formats (print, digital, microfilm and others).

The Audio-visual Archives section
Just as the name denotes, this section houses information that can be listened to (audio) or viewed (visual). Others can be both listened to and watched as in the case of video tapes. It has a rich collection of still photos on Kenya’s heritage; it also houses audio tapes that were made in and about Kenya, including tape reels. All these have information about the rich Kenyan heritage.

The Microfilming section
It has become important to convert information to other formats and this is exactly what this section does. The department concentrates on converting print documents to digital formats. Notable are the Kenyan daily newspapers, Nation, Standard and
Kenya Times. The section also started digitizing the Murumbi Africana Collection, the rich collection of the late Joseph Murumbi, one time Kenyan vice-president.

Administration
It goes without saying that each section has a means of administration. The KNA&DS is headed by a director, who has two deputy directors, followed by the Provincial Archivists and the Heads of the various sections mentioned above.

Democracy
This is not a new term to most of us. *The Oxford Advanced Learner’s Dictionary* defines democracy as “a system of government by all people of a country, usually representatives whom they elect, thought of as allowing freedom of speech, religion and political opinion.”

*The Wikipedia* free online encyclopaedia states that democracy is a system of government by which political sovereignty is retained by the people and exercised directly by the citizens in contemporary society. The term “democracy” has also been used to refer to a constitutional republic where people have a voice through their elected representatives.

The term “democracy” comes from Greek and combines the words “demos” which means “people” and “kratos” which means “force” or “power”. This is to say, democracy is where power is vested in the people. Perhaps the most popular definition of democracy that most people have heard is that in the eloquent words of Lincoln in the Gettysburg Address: “A government of the people, by the people, for the people.” Democracy is a political system in which all the members of the society have equal access to power.

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A brief history of democracy
The history of democracy traces from its origins in the ancient world. Athens is regarded as the birthplace of democracy and the most ancient important democracy. The Athenian democracy of Cleisthenes and Pericles was based on freedom. To preserve the principles, the Athenians used the “lot” for selecting officials. The rationale of the lot was to ensure all citizens were “equally” qualified for office. Corruption was avoided by use of machines.

Characteristics of Athenian democracy
- In courts, judges were chosen randomly by use of lot from a pool of judges. There were many juries without judges.
- No one was allowed a leadership position more than once. This meant that no-one could build up a power base through staying in a particular position for long.
- The only officials chosen by elections were the generals where military knowledge was required and the treasurers, who had to be wealthy for the simple reason that any funds discovered to have been embezzled were recovered from the treasurer’s private fortune.
- Debate was open to all present and decisions in all matters of policy were taken by majority vote.
- Individuals who were interested in holding office had to nominate themselves a year before. No office appointed by the lot could be held twice by the same individuals.

Athenians enjoyed their liberties not in opposition to the government but by living in a city that was not subject to another power and by not being subject themselves to the rule of another person: the power was in the people’s hands. The decline of democracy was not only because of external powers, but through its citizens such as Plato and Aristotle whose influential works expressed the feeling that the lower-born, the mob or the poorer classes were holding power. It was many centuries later, following the publication of “A History of Greece” by George Grote in 1846, that the Athenian democracy of Pericles started to be viewed positively by political thinkers.
Democracy in contemporary society
Where once the democratic norm led people to show passive allegiance, citizens today are more sceptical of politicians, parties and political institutions, as well as more assertive in their political participation. Engagement in new forms of democratic participation is increasing. The proportion of the public that engages in direct forms of action, ranging from signing petitions to participating in protests, has grown over the last several decades. Citizen groups, public interest organisations and non-governmental organisations (NGOs) have proliferated, and these groups claim to represent issues that democratic governments have ignored. Thus contemporary democracies generally face popular pressures to grant more access, increase the transparency of government and become more accountable for their actions.

Change is qualitative as well as quantitative; citizens are participating in new types of decision making, often in ways that give them more scope to cast a direct verdict on policies or individual politicians. There are increasing opportunities for citizens to directly vote for their leaders. These changes suggest that citizens now have a larger and more direct role in important political decisions, though in a way that builds upon, rather than supersedes, representative institutions. Referendums and initiatives place even greater demands for information and understanding upon the voters. This is where the libraries and or information centres play a key role in meeting this need.

Key elements of democracy
- Freedom of speech
- Rule of law
- Citizens’ participation in governance
- Freedom of press
- Freedom of worship

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The role of the Kenya National Archives and Documentation Service (KNA&DS)

In order for people to participate in a democracy, they need information. KNA&DS has a rich collection of information on Kenya and other regions that is useful for this. The archival staff in this department have an obligation to provide accurate, trustworthy, complete, timely, reliable and useful information. This information is used for the following purposes:

Accountability

It is important to document all processes undertaken by any institutions. Since a democracy is for the people, citizens should be made aware of all the happenings in public organizations. There are audit reports from parastatals, public universities, ministries and so on. This information is important for auditing and carrying out monitoring and evaluation exercises.

Justice

The KNA&DS archives holds information relating to past human rights violations like extra-judicial executions, assassinations, land grabbing, appointments, past decrees, and political events, amongst many sensitive issues touching on democratic principles. There are records of most of the past injustices, correspondence that took place about these and even actions that were taken. If people access these records they will know where they have come from and where they want to go: the past is our heritage and one has to know where s/he is coming from.

Transparency

This can only exist if things are laid bare as they are. It means that decisions taken and enforced are executed on the basis of stipulated rules that are understood by the stakeholders. The KNA&DS has reinforced this by having in its possession reports and records from key government establishments. There are a number of reports from all government departments showing the statistics of development in the various regions in the country. These are supplied from the Central Bureau of Statistics and form a good basis for planning. Various “watchdogs”, such as civil society, the Kenya Anti-Corruption Commission and other
stakeholders, access these documents to make a point when presenting their arguments.

Good governance
In democratic states the ruling class creates opportunities for those who are the ruled to participate in decision making, particularly with regard to the welfare of society. This can only happen if citizens are well informed on matters that affect them through the provision of information. The KNA&DS plays a role in this by keeping valuable appropriate records: proper record keeping is a sign of good governance.

Voice for the voiceless
Cook has argued that, in records' appraisal, archivists and record managers “are deciding what is remembered and what is forgotten, who in society is visible and who remains invisible, who has a voice and who does not”.5 This may be partially true. Many times there have been complaints of marginalization in how this is carried out. However, the KNA&DS has engaged itself in a macro-appraisal approach to meet the various groups of “the voiceless”, with the basic concern of selecting and preserving records which reflect a broad spectrum of human experience. This has led to improved selection and preservation of more comprehensive documentation about society, and especially the so-called voiceless and invisible members of society.

Rights of citizens
This puts all the above in perspective. If the state is accountable to its citizens, there is justice and transparency and all members of the society can articulate what they feel is good so long as it does not cause harm to others: then we can say the rights of the citizens are being met and all this is the essence of a democratic society. This is only possible by providing accurate and reliable information, as the KNA&DS does.

Additional points are that

- Conservation and preservation ensure that information is there for a long time, as long as it may be needed. Public archives constitute a very significant component of the memory of the nation. This is a core undertaking of the KNA&DS. Citizens need to have this information for as long as is required;
- The advice given to various record-creating agencies in the country ensures that these records are well enough managed to be available for decision making: in a democracy, this process should be vested in the citizens;
- The format-conversion process undertaken by the department ensures that information is available in as many formats as desired and if one format is lost, there will be another to be available for use.

Challenges

- A major characteristic of developing nations is the general non-appreciation of the value of information. Despite the rich collection that the KNA&DS has, the use of those materials is still below what is expected. A collection is not worth having if it is not used.
- The existing legislation: for instance, a record may not be accessed until the expiry of a thirty year period. By then most of the information contained in the record could have lost its usefulness.
- Staff attitudes are at times negative regarding the use of the archival holdings. Staff may not have a clear picture of what they have and at times they lack an interest in doing so. This causes some available information to be unused.

Way forward

- Democracy can only be achieved if there is support for access to information. This makes governments – Kenya included -- open and accountable, and exposed to the judgments and evaluation of its citizens. However, this can only happen when the information held by public bodies like the National Archive is subject to maximum disclosure, with limited exceptions to this for security information.
• The archival staff have a role to educate potential and actual users on available information that can help fill the knowledge gap. Such information may be key in resolving controversial issues within society. Information records such as personal wills, treaties and government circulars are useful in helping current regimes solve issues that may be creating a rift within the community. This ethical value demands that whenever there is a conflict around an issue, frequently because of ignorance and lack of proper information, the National Archive, which is in possession of information that might resolve the controversy, should be able to provide that guidance. Archival staff should answer courteously and with a spirit of helpfulness all reasonable inquiries about their holdings and encourage use of them to the greatest extent compatible with institutional policies on preservation of holdings, legal considerations, and individual rights. They should explain pertinent restrictions to potential users and apply the rule equitably.

• Freedom of information (FOI): FOI is paramount as it is based on the understanding that information maintained and held by the government is a reflection of how public resources are used, and thus there is a need for this information to be open to the public.

• Aggressive campaigns are needed to market archival holdings so that the public may access them. At times, these documents are not used only because people are not aware that they do exist.

Conclusion
The ethical value of the National Archives is to realize their input in public good. Accepting this value requires the archivists to weigh with care the value and impact of the information they hold for society’s good. Recognition of this value becomes key in deciding whether making certain information available in the public domain serves the interest of the public or not. This interest has to be viewed from every positive and negative perspective. The Kenya National Archives and Documentation Service, as a major department in the Kenyan government, is playing a significant role in developing the democratic space in the country, based on the information that is being provided by the establishment.
There needs to be appropriate support from relevant agencies, the government and the stakeholders. Then democracy in Kenya will be not only a pipe dream but a reality.
Commercialization of information and its implications for democracy and good governance

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Abstract
Sustainability and self-reliance are concepts that have slowly but surely crept into Kenyan information institutions. Low or lack of funding from parent organizations has made it almost mandatory for information providers to sell their information and services to users. This “privatization syndrome” has in turn made it difficult for the underprivileged information seekers in society to access information. Information is a basic human right that all should receive freely for development and daily decision making. Lack of access to information inhibits democracy and good governance. This paper will analyse the various information-providing institutions in Kenya, their economic behaviour in relation to their knowledge and information dissemination, and the implications these economic activities have on democracy and good governance. The paper concludes that commercializing information weakens democracy and good governance. It recommends that forming strong information provider networks and associations, being proactive and lobbying the government to recognize the role of libraries will economically stabilize information institutions, thereby reducing the need for funds.

Introduction
A “managerialistic” desire for control, and emphasis on image management in market driven systems of information, has excluded many from accessing the information necessary for people to make the right decisions. Any list of desirable rights (implicit in democracy and good governance) includes the importance of the right to information and the right to know. The advantage to citizens of having both the right to know how they are governed and to participate actively in the process of auditing their representatives, cannot be denied. Free access to official documents and other relevant information is an essential part of engendering accountability in national and local authorities. Free
access and the right to information can be sought and used by ordinary individuals and groups in combating corruption.

The right to information has a crucial role in ensuring that citizens are better informed about the people they elect to leadership positions and their activities while in government. The public needs to regularly access information on the government’s activities and policies, thus making government directly accountable on a day-to-day basis rather than just at election time. The right to free information emphasises participation. It indicates that active engagement on the part of socially excluded groups is central both to redefining the rights agenda and to pressing for the recognition of highly specified rights within that agenda. Information empowers ordinary citizens to exercise far greater control over otherwise corrupt officials and stems the arbitrary exercise of state power. Thus, commercializing information denies marginalized groups a chance to access it because of their poor purchasing power.

The press has generally been portrayed as the only constituency within civil society whose activities are worth analyzing with respect to freedom of information. Indeed the right to information has been most closely associated with the right to free expression or with press freedom. However, the right to information has a general appeal to the life endeavours of all people: improvement of government service delivery, the end of police abuses, ensuring compliance with environmental and planning regulations, or enforcement of national protection for the rights of women, tribal communities or children.

The success story of the Mazdoor Kisan Shakti Sangathan (MKSS), a right-to-information movement in India, as cited by Jenkins and Goetz,¹ is a case worth emulating. Under corrupt state authorities where graft, extortion, nepotism and arbitrariness thrived, people were silent sufferers trapped in settled despair and cynicism. For

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a long time, courageous individuals – political leaders, officials, social activists – attempted to fight this scourge and bring relief to the people, but in most of the efforts the role of the people who were victims of such corruption was largely passive. MKSS commenced its work on the premise of the fundamental right of people to information about all acts and decisions of the state apparatus, which translated into a demand that copies of all documents related to public works would be made available to the people, for a people’s audit.

The important documents related to public works were the muster roll, which listed the attendance of workers and wages due and paid, and bills and vouchers which related to the purchase and transportation of materials. These were then read out and explained to people in open public meetings. The people thus had gained unprecedented access to information about, for instance, those who were listed as workers in the muster rolls, the amounts of money stated to have been paid to them as wages, the details of various materials claimed to have been used in construction, and so on.

Having these documents, people learnt that a large number of persons, some long dead or migrated or nonexistent, were listed as workers and shown to be paid wages. They also learned that the bags of cement that were quoted to have been used for “repairing” a primary school were so many that they could have built a new school. It was also discovered that the payment for transportation of sand had been made for the construction of a building close to the river bed! Innumerable other such stunning facts about the duplicity and fraud of the local officials and elected representatives came to light in the course of these public hearings. It was not as if the people were unaware in the past that muster rolls were forged, that records were fudged, that materials were misappropriated, and so on. But in the absence of access to hard facts and evidence, these remained mere hearsay and they were unable to take any preventive or remedial action. The public hearings dramatically changed this, and ordinary people, having the backing of photocopied records of the very perpetrators of the graft, spoke out fearlessly and gave convincing evidence against corruption.
Free Access to Information and Freedom of Expression (also referred to as FAIFE) empowers citizens to correct, to build social welfare, to dispel public misinformation and ignorance of the truth about economic success, and to preserve justice for the citizen against the tyranny of the powerful. The International Federation of Library Associations and Institutions (IFLA), is the world professional association of librarians. Under its “social pillar”, and in particular through its office and standing committee FAIFE, it supports librarians in promoting free access to information and free expression in the way that they deliver service. Librarians, out of professional conscience as servants of their clients must be engaged in, not detached from, the struggle to better the world they serve. We have a role to play in legal and institutional reform, in raising environmental concerns, in educating citizens and voters – not through partisan political activity but through a commitment in our work to furthering the quest for truth, beauty, human rights, and the rule of law.2

This paper takes forward the premise that the right and access to information is a fundamental, inherent right and not a privilege conferred by the state; that the fundamental right of people to information emanates from the right to life, the right to freedom of speech and expression and the right to equality. It is, therefore, further premised on a right being without cost. The right to live should not be subjected to a price tag more or less than that of freedom of speech and expression and the right to equality. It should, however, be accepted that in a market-oriented world certain privileges such as a life of comfort do carry a cost. This does not remove the bare rights of persons. Denying a person access to information is equivalent to denying him/her the right to make a decision; because it is on the premise of the denied information that he/she is capable of making that decision.

Why free information?
Free access to information and freedom of expression are twin weapons in the arsenal of democracy that hold governments accountable to the people between or until fair and free elections. But they do more than this. They protect economic actors by allowing for a level playing field without governmental bias in matters of business, thereby promoting competition, investment and economic growth. They protect the disadvantaged by making a matter of public record and public concern the uneven social safety-net that discriminates against some to the advantage of others, and thus they promote social welfare programs and social legislation. They educate the public for civic involvement by dispelling government propaganda and misinformation with facts, replacing ignorance of the truth and blind factional interest with rational public discourse. Free access to information and freedom of expression preserve justice for the citizen against the tyranny of the powerful, by fostering public indignation.

As shown above, IFLA has taken a strong stand on the role of librarians and information workers in promoting free access to information and free expression in the way that library and information workers deliver service to their communities and societies. IFLA mandates information professionals not only to uphold these twin principles of democratic life but to expand their influence and impact in the body politic3. Sturges also emphasises that FAIFE’s areas of interest include “identifying and countering restrictions on information flows that create information-poor countries, regions, classes, social groups and individuals; and discouraging the perpetuation of ineffective and restrictive practices in library work”.4 Restrictive library work includes asking library users to pay for information or services.

There are several different levels at which the free flow of ideas can be impeded. At the societal level, legislative bodies of all kinds are
expected to consider the legal and regulatory frameworks they put in place to support the free flow of information and ideas about the interests and concerns of citizens. At the institutional level, library and information services are expected to encourage the free flow of information and ideas within the scope of their roles and responsibilities. At the individual level, citizens are expected to make informed decisions in exercising their rights and responsibilities.

Library and information services have particular responsibilities in supporting and sustaining the free flow of information and ideas. These include:

- asserting the equal and equitable rights of citizens to information regardless of age, race, gender, religion, cultural identity, ethnicity, socioeconomic status, lifestyle choice, political allegiance or social viewpoint;
- adopting an inclusive approach in developing and implementing policies regarding access to information and ideas that are relevant to the library and information service concerned, irrespective of the controversial nature of the information or ideas;
- ensuring that their clients have access to information from a variety of sources and agencies to meet their needs and that a citizen’s information needs are met independently of location and an ability to pay;
- catering for interest in contemporary issues without promoting or suppressing particular beliefs and ideas;
- protecting the confidential relationships that exist between the library and information service and its clients;
- resisting attempts by individuals or groups within their communities to restrict access to information and ideas.

Access to mass media
The mass media inform, educate and entertain. They are an integral part of information dissemination. However, only a few people are able to access them because of non-affordability of the services. Newspapers in Kenya cost almost half of what the majority of Kenyans earn daily. Only a few men in urban areas can be seen scrambling to get a glimpse of the daily newspapers’ headlines from the vendors as they trek to their places of work
or idle around. This is because they cannot afford to buy one for themselves.

The Kenya Health and Demographic Survey in 2003 indicated that only 29% of women and 44% of men read newspapers at least once a week. There may be other reasons why many people do not read newspapers, but the main one is that they cannot afford to buy them. The use of other media like radio and television as sources of information is also given in the survey. Their usage was slightly higher than that of newspapers. All the same, the survey revealed that only 13% of women and 29% of men use all three media at least once a week. The most disturbing revelation was that 22% of women and 8% of men do not have access to any mass medium. This means that none of these can participate in any meaningful democratic process as they are totally uninformed.

The mass media are commercial entities that must make money from their information. All media houses charge a fee directly or indirectly on information disseminated to the public. Libraries in media houses are extremely expensive to use. A fee is charged on entry and photocopying a document costs ten times the normal fees charged outside. This makes it almost impossible to access the information that may be in their custody.

Government information is a national resource. Neither the particular government of the day nor public officials create information for their own benefit. This information is generated for purposes related to the legitimate discharge of their duties of office, and for the service of the public for whose benefit the institutions of government exist, and who ultimately (through one kind of impost or another) fund the government institutions and the salaries of the officials. It follows that government and officials are “trustees” of this information for the people.5

Although there are numerous ways in which government information is, at least in theory, already accessible to members

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of the public, in practice the overwhelming culture of the bureaucracy remains one of secrecy, distance and mystification, not fundamentally different from colonial times. In fact, this preponderance of bureaucratic secrecy is usually legitimized by a colonial law, the Official Secrets Act (Laws of Kenya, Cap 187), which makes the disclosure of official information by public servants an offence.

Benefits of access to information
The benefits of access to information are numerous but can be summarised as follows: information facilitates public participation in public affairs by empowering people to make informed choices and exercise their democratic rights better; it enhances the accountability of government, improves decision-making, provides better information to elected representatives, enhances government credibility with its citizens, and provides a powerful aid in the fight against corruption. Access to information is also a key to better livelihood, health and development, especially in situations of poverty and powerlessness.

Democracy
The Free Encyclopaedia defines democracy as a “government by the people in which the supreme power is vested in the people and exercised directly by them or by their elected agents under a free electoral system.” In the phrase of Abraham Lincoln, democracy is a government “of the people, by the people, and for the people.”

Democracy rests on the belief that dialogue and consensus between all members of society will bring about the fairest decisions on how to manage social affairs and distribute social wealth. The people retain the final say as to the performance of those in office and express their will through the polls. The “rule of the people”, however, requires more than the mere exercise at regular intervals of the electoral franchise. At the very least, for voters to elect the individuals best suited to represent their views and to serve the common good, they must be able to assess the record of those in office and to know what the various candidates

6 http://www.thefreedictionary.com/democracy 05/06/08.
and their parties stand for. But this alone is not sufficient for, in order to make informed choices, citizens must have access to information about the issues at stake, be they local, national or international, and hence be able to form their own views in full knowledge of all relevant information. Thus, information is crucial not only to the act of voting but also to ensuring that citizens fully and meaningfully participate in the shaping of their common future. Furthermore, a fundamental value of democracy is the principle of equality: equality of rights, freedoms and duties, and a fair distribution of the fruit of social co-operation.

It is a matter of principle that freedom can be protected in a democratic society only if its citizens have unrestricted access to information and ideas. If all, or even some, people are kept in the dark with regard to their rights and entitlements, they will not be able to enjoy on an equal basis the full range of political, social and economic opportunities. The right to information is thus a crucial element in ensuring full, rather than simply token, democracy. It is the responsibility of the State to ensure that everyone has equal access to information pertaining not only to their private lives, but to everything that affects them as citizens.

Democracy, when defined in terms of rights, falls short to the needs of the rural people, particularly given their lack of access to resources including information and their need to strengthen the basis of their often precarious livelihoods. Movements for democracy are usually led by urban elites who express their elitist perceptions of others’ needs and interests. The spirit and fruits of democracy have been contained within the nexus of the ruling elite, be it bureaucrat or politician.

Traditionally, rulers have seen the people as subjects: unintelligent, uninformed, incompetent, and incapable. The best of the ruling elite fears that once the people -- often referred to as the “mob” -- take over, all administration will collapse. They feel that collectivism is impossible. So, transparency and information sharing are seen as leading to chaos. A range of arguments is put forward to the effect that the burdens of access and right to information would create, far outweigh the theoretical advantages. Information as a resource is used to demarcate the social status of individuals.
All those who are unable to access information are positioned in one status group in society and can be attributed a certain lifestyle. Their status in society permits them to be manipulated. Rulers know that information empowers subjects. Empowered people are much more difficult to manage. Therefore, it is to the advantage of the rulers to make the subjects information poor. The right to information does not only help in controlling corruption and the arbitrary exercise of power but also merges with and strengthens the aspirations of people for participatory democracy.

**Good governance**

The concept of governance is as old as human civilization. Governance means the process of decision-making and the process by which decisions are implemented (or not implemented). Analysis of governance focuses on formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement decisions.

Government is one of the actors in governance. Other actors involved in governance vary, depending on the level of government that is under discussion. In rural areas, for example, actors in governance may include influential farmers, associations of peasant farmers’ cooperative societies, NGOs, research institutes, religious leaders, financial institutions, political parties and others. At the national level, in addition to the above actors, media, lobbyists, international donors and multi-national corporations may play a role in decision-making or in influencing the process. At the national level, informal decision making structures such as “kitchen cabinets” or informal advisors may exist. In urban areas, organised crime syndicates such as “Land Mafia” may influence decision-making. In some rural areas, locally powerful families may make or influence decision-making. Such informal decision-making is often the result of corrupt practices or leads to corrupt practices.

Good governance is responsive to present and future needs. It has eight major characteristics, as illustrated in Figure 1. It ensures that corruption is minimised, the views of minorities are taken
into account and that the voice of the most vulnerable in society are heard in decision-making.

Characteristics of good governance

Participation
Participation may be direct, or indirect through legitimate institutions or representatives. Participation is a cornerstone of good governance. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society are taken into consideration in decision-making. Participants need to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other.

Figure 1: Characteristics of good governance

Free access to information is expected to improve the quality of decision-making by public authorities in both policy and administrative matters, by removing unnecessary secrecy surrounding the decision-making process. It would enable groups and individuals to be kept informed about the functioning of the decision making process as it affects them, and to know the kinds of criteria that are to be applied by government agencies in making these decisions. By securing access to relevant knowledge and information, the citizens would be enabled to assess government performance and to participate in and influence the process of
Kenya Obachi, Commercialization of Information

government decision-making and policy formulation on any issue of concern to them.

Rule of law
Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial incorruptible police force.

Effectiveness and efficiency
Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and protection of the environment.

Contemporary governance debates have focused on transparency and accountability. The concern with transparency is a reaction against both the arbitrary decision making found in state dominated economies and the secrecy with which policy is introduced. Transparency, however, does not automatically result in accountability. Transparency is conceived of in terms of making procedures clear and removing discretionary control, but without a corresponding elaboration of the preconditions necessary for making clarity produce the desired results. Debate on issues of transparency must take cognizance of the central importance of the right to information.

Accountability may mean that officials explain – i.e. “account for” – their actions; take responsibility; or are made accountable by voters through elections. The utility of the two as euphemism for combating corruption is apparent. A number of areas elicit concern when referring to governance, but let’s concentrate on the above for now:

7 Jenkins and Goetz (1999)
Transparency
Transparency means that decisions taken and enforced follow rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. Transparency also means that enough information is provided and that it is provided in easily understandable formats and media.

Such information would include, for example, in the context of maximum interface of the ordinary citizen with government, including (not exclusively) the following:

- all estimates, sanctions, bills, vouchers and muster rolls (statements indicating attendance and wages paid to all daily wage workers) for all public works;
- criteria and procedures for selection of beneficiaries for any government programme; lists of applicants and lists of persons selected;
- rules related to the award of permits, licences, house allotments, gas, water and electricity connections, contracts and such like; lists of applicants with relevant details of their applications, and lists of those selected; conditions of award, if any;
- rules related to imposition of taxes such as property tax, stamp duty, sales tax, income tax and other taxes; copies of tax returns, and reasons for imposition of a particular level of tax in any specific case;
- copies of all land records;
- statements of revenue;
- civil and criminal case work disposal;
- details of forestation works, including details of land/sites, species and numbers of plants, expenditure on protection;
- lists of children enrolled and attending school, with access to scholarships and other facilities;
- rules related to criterion and procedure for selection of persons for appointment in government, local bodies or public undertakings, and copies of advertisements and/or references to employment exchange; lists of applicants and relevant details, and list of beneficiaries elected;
• rules related to criterion and procedure for college admission; lists of applicants with relevant details, and lists of persons selected;
• copies of monthly crime reports; details of registration and disposal of crimes against women, the marginalized and groups under severe social disabilities and other vulnerable groups;
• numbers and lists of persons in police custody, and periods of and reasons for custody; number and list of persons in custodial institutions including jails, reasons for and length of custody and details of presentation before courts;
• mandatory appointment of visitors committees to every custodial institution, with full access and quasi-judicial authority to enquire into complaints.

Accountability
Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to whom varies, depending on whether decisions or actions taken are internal or external to an organization or institution. In general, an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law.

Consensus-oriented
There are many actors and as many points of view in a given society. Good governance requires mediation of different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and a long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. Only informed members of society can successfully mediate over issues. This can best be achieved from an understanding of the historical, cultural and social context of a given community.
Equity and inclusiveness
Well-being of society depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream. This applies to all groups and in particular to the vulnerable, so that they have opportunities to improve their well-being. Implicit in this is that the majority of the Kenyan population has no access to the media. The underlying assumption to free access of and right to information is that more people participate in decision-making; there is greater information sharing and there are greater chances that citizens will detect and oppose the pilfering of resources meant for them.

Corruption and anti-corruption
Secretiveness has helped elites and politicians to continue with corrupt practices. The right to information – even if well-crafted legally, used widely and enforced rigorously – is not the sole answer to corruption: it is necessary, though not sufficient. Most studies of corruption focus on its causes (too much discretion allowed to state officials) and its consequences (the damage to overall economic efficiency). To combat corruption, most authors advocate a form of financial accountability that appeals to an elite audience that is interested in “policy dialogue”, but much less to movements attempting to document and confront the misdeeds of local officials. However, there is a relationship between information and accountability. A right to information makes it possible to motivate officials to take remedial action where concrete evidence of complicity in misappropriation of funds is available and people are willing to confront authority based on this information.

Human rights
Lack of access to a wide range of information, including official documents on governmental policies, medical records, poverty alleviation programmes, legal aid and education, affects the enjoyment of other human rights, including economic and social rights. Furthermore, people’s ignorance of the full range of human rights to which they are entitled under the Constitution and international human rights treaties which Kenya has ratified, is a

8 Jenkins and Goetz (1999)
serious impediment to their enjoying those rights and important to their seeking redress when these rights are violated. This is compounded by a general lack of awareness of the mechanisms available or procedures to follow to obtain legal redress.

The primary human right, or constitutional source of the right to information, is the fundamental right to freedom of expression, which includes the right to seek, receive and impart information and ideas – although some constitutions also provide separate, specific protection for the right to freedom of information held by the State. In a more general sense, it can also be derived from the recognition that democracy, and indeed the whole system for protection of human rights, cannot function properly without freedom of information. In that sense, it is a foundational human right, upon which other rights depend.

**Commercialization of information by government ministries and departments**

As reflected above one can see that even a short random list demonstrates the enormous potential power of information. Therefore, if people do not access information, no good governance can be achieved. Some government ministries and departments sell their information to people. Good examples of this are the Attorney General’s (AG) office, the Ministry of Lands and the Ministry of Transport. For one to get assisted in registering a business in Kenya, he/she has to pay a search fee to the AG’s office. There are also times when an individual needs to search for information about an organization for various reasons. The AG’s office has a policy that one must pay a fee. For those who cannot afford the fee, the office drops the effort. This leads to non-scrutiny of the organization concerned.

Another ministry that sells information is the Ministry of Lands. Kenyans are well known for their love for ownership of land. Frequently “conmen” take advantage of innocent citizens and sell to them land that does not belong to them. Such conmen even sell one parcel of land to more than one person. Thus it is crucial for anyone who is purchasing land to get authentic information from the Ministry of Lands beforehand because the Ministry has all the information about land ownership in Kenya. In other cases,
unscrupulous people grab land that does not belong to them and start selling it. Owners of this land come to discover that their land has been sold. This leads to frustrations on the part of the procurer and of the rightful owner of the land in question. Therefore, it is only proper that people get the right information on the issue so that they can take legal action in time.

Government policy demands that people must pay for the land information search service. The Ministry of Lands used to charge a fee of 100 shillings for an information search on land parcels. In May 2008 this fee was increased to 3,500 shillings; it then reverted to 100 shillings after civil society raised an uproar. Those who may not be able to afford the fee end up purchasing land without knowing the true details of the land. This makes room for corruption, injustice and sometimes endless cases in court. Democracy requires its citizens to know. Citizens, particularly the poor, are neither apathetic or cynical. Given an opening, they will seek to participate in governance. The entitlement of the people’s right to information gives them one such opening: by 2006, Kenya’s poverty levels stood at 45.9% and the total dependency ratio among the poor was 94 persons on every 100 working-age people.9

As stated above, information generated by civil servants is for the public to use and the reason for which government officers are employed. Paying for the information defeats the purpose for which the information was generated. This exploitation also denies access to those who may need information but do not have the funds to purchase it, and are thus exposed to more problems. The above scenario calls for a legal framework that asserts that information belongs to people by right. This would enhance the quality of participatory political democracy by giving all citizens further opportunity to participate in a more informed way in the political process.

Historical information on Kenya
The disputed 2007 Kenyan election results that led to serious ethnic clashes in the country may have had their origin in information that might be lying in the Kenya National Archives but cannot be retrieved because of the Public Archives and Documentation Service Act. It is believed that the conflicts were not directly as a result of the election results but stemmed from the struggle for land allocations by the previous government regimes that took over from the colonialists. However, this cannot be ascertained as information pertaining to the issue may not be obtained due to legal technicalities as cited in the Act.10

The Public Archives and Documentation Service Act
History is the mother of today and the grandmother of the future; for tomorrow to exist there must have been a yesterday. Therefore, it is imperative for people to get information about yesterday’s happenings for them to decide about their future. The Kenya National Archives houses information about Kenya’s history and her people. For anyone to access this information, he/she has to pay for it. Even then, Cap. 19 section 6 (1) of the Act states that

Subject to any written law prohibiting or restricting the disclosure of information obtained from members of the public and to the provisions of this section, public archives which have been in existence for a period of not less than thirty years may be made available for public inspection and it shall be the duty of the Director to provide reasonable facilities at such times, and on payment of the prescribed fees, for members of the public to inspect or obtain copies of, or extract from, such public archives.”11

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This Act is an impediment to accessing fundamental historical facts for people to use in making informed decisions about their future. The Act stipulates that citizens must not only wait for 30 years to access information, but also pay for it. This kind of law does not injure only the underprivileged people in society but also the elite who may need the information for decision making. Nevertheless, economic poverty in Kenya automatically translates to information poverty, especially when information is commercialized.

Institutions of higher learning
Institutions of higher learning in Kenya have become more commercial than academic. Their every aspect has been commercialized. The library has not been left out: almost all academic libraries in Kenya charge for their services. This has prevented most users from accessing information from these institutions, which have highly researched information.

The Copyright Act
The Copyright Act of Kenya is a great impediment to access to information. Works are protected for 50 years. It is assumed that once a person has published, he/she is ready to share the information with the world; protection of the work should not be in place at all. Furthermore, tracing next of kin especially if the author of a book has passed on becomes a challenge to whoever wants to use it: publishers who want to transcribe a book to Braille have been forced to give up the process because it is too tedious. This has denied the visually impaired persons a chance to access information.

Conclusion
Lack of access to information creates ignorance which translates to frustration, violence, and animosity. Those who are frustrated will eventually become a burden to society. All information workers must fight against any act that curtails the free flow of information. Commercialization of information in both public and private sector is an impediment to information flow which hinders democracy and good governance. Therefore, it is crucial that the Kenya Government establishes a mechanism that can assist all her citizens in accessing information freely.
The evolution of libraries in shaping public opinion: an eye into the future

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Abstract
The contribution of libraries to democracy has not been widely appreciated until very recently. Still, in many countries, especially on the African continent, governments have not fully embraced the crucial role libraries play in shaping public opinion, and therefore in promoting democracy. A journey down history reveals that many governments realized the power of library in promoting democracy many years back. These governments decided to develop, equip and expand their libraries. The result is much more opinionated and democratic societies in such countries today.

This paper gives an evidenced account and discussion of how libraries can shape individual and public opinion to promote democratic practices. Included are the contribution of libraries in early democracies, the contributions of Mahatma Gandhi and Martin Luther King Jr., as well as a consideration of the library and its importance to child development, war, and service delivery. Finally, the future is put in focus by analyzing the Kenyan situation and how access to libraries can be enhanced and ensured generally, in ways that include: universal free education, sharing of resources, caring for the handicapped, access to parliamentary libraries, special training for librarians, involving politicians and, collaborating with relevant institutions. It can be concluded from the evidence and discussion that libraries truly contribute to shaping opinion, and therefore the cornerstone of democratic practices. Information obtained through libraries empowers people, making them contribute more meaningfully, as individuals or groups, to public affairs. Major recommendations for improving access to libraries include: catering for early childhood, bringing readers to libraries through various means and making public libraries a “one-stop” resource centre.
Introduction
The Macmillan English Dictionary defines “library” as “a place where books, documents, CDs etc. are available to look at or borrow”. UNESCO refers to books as: “educational tools, vehicle of science, store-house of accumulated wisdom of the ages, spreader of culture and information as a subject and, instrument or means of action.”¹ A library is therefore a collection of information acquired, processed and available for dissemination. It ensures freedom to read, to review, to speak – factors that are essential for participating in affairs that require an informed mind and opinion.

The same dictionary describes “democracy” as “a system of running a business or organization in which everyone can vote and participate in making decisions”. Britannica (online) Encyclopedia describes democracy as rule by the people, from the word “demos” (people) and “kratos” (rule), describing a political system that started in the 5th BC in cities like Athens.² “Access” is defined by the Oxford Advanced Learner’s dictionary as “opportunity or right to use something or approach somebody”, or “means of approaching or entering”.

Access with regard to the library and democracy is therefore a state in which the general public is given the opportunity (or right) to use libraries to obtain information as needed, which ultimately empowers them as individuals or communities to form opinions and therefore meaningfully participate in governance and other activities of interest to them.

What is the connection between library and democracy? How would libraries shape opinion and promote democracy? How can access to libraries be improved and ensured? This paper strives to answer these questions by way of evidenced discussion and drawing linkages.

² Britannica Online Encyclopedia. Democracy, problems and challenges
Public libraries

Public libraries mean those open for free access to the public. In his article “How did public libraries get started?”, Adams (2006) states that “It is owned and supported by taxes, open to any citizen who desires to use it, and contains a wide range of material both popular and scholarly”. The Boston Public Library, usually considered the first “real” public library, opened in 1854 and was purposefully set up. It had four statements, which can be considered core values:

1. There is a close link between knowledge and right thinking;
2. The future of democracy is contingent on an educated citizenry;
3. There is a strong correlation between the public library movement and public education;
4. Every citizen has the right of free access to community owned resources.

These statements are clear evidence that, as early as that time, there was the realisation that knowledge (which comes with education) would be indispensable with regard to democracy. Mechanisms needed to be put in place to develop educated, right thinking people whose opinion and contribution would determine the course of democracy. Public libraries (which evolved from earlier smaller libraries) were going to be the cornerstone of democracy. Public libraries are given emphasis because they have largest general population of clients.

Since then the state of public libraries has risen to the current situation where the public library is an institution not comparable to any other in America, the pillar of modern democracy; libraries are immensely modern. “Public libraries continue to be of enduring importance to the maintenance of our free democratic society. There is no comparable institution in America”

4 Adams (2006)
(Public Library Principles Task Force, 1982, quoted by Kranich.\textsuperscript{5}) Kranich reports that currently there are about 9,000 public libraries with 8,000 branches in America. One is tempted to argue that this impressive expansion of libraries has contributed to the state of democracy witnessed in America today.

**Early democracy**

Democracy achieved classical institutional form in Athens in the fourth and fifth centuries BC.\textsuperscript{6} Although democracy began there, it was restricted to small states where the inhabitants were informed in matters of politics and was not widespread because the majority of people were slaves who were uneducated.\textsuperscript{7} This state of affairs indicates that an educated or informed populace would have resulted in more people participating in democratic processes. As, over the centuries, more people became educated and informed, libraries expanded to their present state.

**Gandhi and Martin Luther King junior**

Libraries as depositories of information give us insight into what is past and help in comparing this with the present. Biographies, autobiographies and politics are contributors to the lives and times of personalities that helped shape democracies of the world. Moon introduced his book *Gandhi and modern India* by stating that:

> There can be no subject of study more important than history. Its special field is the life of man in society, and at every point we can learn vicariously from the experience of others before us in history… how can we hope to understand the world of affairs around us if we do not know how it came to be? \textsuperscript{8}


\textsuperscript{8} Moon, P. (1968). Gandhi and modern India. London: Edinburgh University Press
The best means to learn about the world’s past experience and to know about the people whom we admire but may never meet or see or talk to, is through books. They are a means to history. Styles, Bearne and Watson state that:

Readers are at home in the life of the mind; they live with ideas as well as events and facts. They understand a wider range of feelings by entering into those of other people. They are free to choose one kind of existence rather than another. They can travel over the universe without moving from a chair, or read simply for the delights of idleness. 9

Books provide opportunity for reflection, for a return to what has gone before. For example, Mahatma Gandhi, who was the first man in history to use non-violent political agitation techniques to press for independence, wrote books and articles which were widely read and later came to influence the opinions of many people. Moon writes that “He won opponents through prayer and fasting, … he spent six hours a day reading, mostly books on religion…. he used his publications - Young India and Navijiwari - to educate the public… he kept himself in the public eye by his article in…”10

It follows from this that Gandhi empowered his people through books and articles, to give them information that would enable them support his cause. This basically is influencing opinion. His works and collections can be referred to as “small libraries” of that time.

Martin Luther King junior, who used Gandhi’s philosophy, met him through books. By the time Martin Luther King was visiting Gandhi’s land in 1959, Gandhi was long dead, while King was still promoting non-violent philosophy, based on Gandhi’s ideas which he got from books, for the segregated black people in America. King bought many of Gandhi’s books to connect with

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10 Moon (1968).
him. King’s contribution to the democratization of America is well known, clear evidence of how the power of information (ideas) can shape opinion and change the course of history towards democracy. Books can contribute to democracy through non-violence agitation as demonstrated by King. Faber and Faber quote him thus, “I came to feel that this was the only morally and practically sound method open to oppressed people in their struggle for freedom.”

Martin Luther King used books which empowered him and from which he borrowed ideas to apply in his own situation. He and Gandhi used the same means at different times. They prayed, and communicated through the articles and books they wrote and circulated. “Martin heard an inner voice urging him to stand up for righteousness while he was praying… he washed clothes when he took a break from his books”.

**Libraries and democracy**

To improve or create democracy, it is necessary to create opportunities for people to expand on their ideas and views, which libraries should readily provide. In 1995 the American journal *American Libraries* listed one of the reasons why the library was good for America as “Libraries safeguard our freedom and keep democracy healthy.” This was obviously based on the realisation that libraries and democracy are interdependent: libraries empower people to participate meaningfully in democracy, while democracy provides an environment conducive to the expansion of libraries. Haywood contends that

> Information is as essential to the human spirit as exercise is to the human body. Information influences our way of thinking by enabling us to

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12 Faber and Faber (1986), p.25

13 Faber and Faber (1986)

form our own opinions and preserve that attitude of constructive criticism towards public affairs to realize our freedom.\textsuperscript{15}

Libraries preserve records of a society and provide free and open access to this information. The library ensures that the citizens have resources to develop the information literacy skills necessary to participate in the democratic process. A function of libraries in shaping opinion and promoting democracy is therefore to make an active contribution to the promotion of the habit of reading. UNESCO contends that “books in a developing country are essential basic ingredients to industrialization and democratization”.\textsuperscript{16}

\textbf{Libraries and child development}

Kaungamno reports that when asked what it meant to talk of a people developing, the honourable Rashid Kawawa of Tanzania answered by saying that it meant people widening their own mental horizons for their own future.\textsuperscript{17} The culture of searching for information for empowerment must be inculcated in people from childhood, so that mental capacity grows with age. In this way, by the time they pass their teenage years, they are capable of contributing to democracy from an informed position, as has been demonstrated in many parts of the world by students.

Libraries also allow children to participate in democracy by providing them with an opportunity to expand their ideas and views freely on their own, through reading, and other library activities like storytelling, reading competitions and discussion groups.

In the school environment, the books provided and the reading encouraged do not allow for the free play of intelligence and association that children are capable of when they do their own browsing. Mostly there is a strict curriculum to be followed,

\begin{footnotesize}
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\item \textsuperscript{16} Beetham and Boyle (1995).
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Unlike in libraries where children learn to select, hold and retrieve information from books and other written or printed texts, depending on their preferences. Styles, Bearne and Watson say in this regard: “They are allowed to go ‘off the scheme’, and ‘into free reading’… Some of them swim, some float, some sink. . . ”\textsuperscript{18} The atmosphere is free and there is a sense of achievement and a feeling of participation, which is what democracy is about.

The same authors state that “we need to figure out…how to teach students not to be simply followers…but transformers, creators of democracies, economies and societies that are more just and prosperous for all citizens”.\textsuperscript{19} Libraries do this successfully, for example through storytelling. A story may be read from a book, a librarian may tell a story, and the teaching may be extracted and assimilated. However, the most effective means may be to encourage children to tell home or school stories they compose from what they observe. By their involvement in composing oral narratives, making them do their own work, they gain rich experiences of literacy, form opinions and look differently at the world, their surroundings and themselves.

Styles, Bearne and Watson give an example of a workshop they held on stories and writing: “Clive, Sarah and many other children and adults…gave convincing evidence of the power of using children’s real stories to help them to become more effective readers”. The authors argue that

Children should be supported…and allowed to confront, challenge and change given ideas. Active storytelling provides such an opportunity. It is a form of collaborative story telling which needs children’s use of spoken language to create the story. In the early years, such involvement with language has an important contribution to make to cognitive development. The active children build on their imaginative output and encourage the sharing of ideas. \textsuperscript{20}

\textsuperscript{18} Styles, Bearne and Watson (1992), p.128
\textsuperscript{19} Styles, Bearne and Watson (1992), p.40
\textsuperscript{20} Styles, Bearne and Watson, (1992), p.102
The impact of children’s books need no further emphasis. They play a vital part in the acquisition of the habit of reading, and they prepare the children for world responsibilities.

In the library, there is no teacher standing behind the child ready to collect his book because time is up, or checking if a child is reading a different subject. They read at leisure about what they choose. Fiction books broaden children’s experience, understanding and knowledge. These books enable children acquire the habit of reading which is essential for their freedom: “For to make a man a reader is to help him express himself, to rescue him from his solitude”.21 When people are able to express themselves, especially from an informed viewpoint, they are able to participate more meaningfully in affairs that affect their lives.

Libraries and war
The Second World War turned out to be a war of ideas. Some governments wanted to dictate what people should or should not read, as others thought that some books contained unacceptable ideas and so must be destroyed. Adams reports that:

… Totalitarian governments throughout the 20thC not only wanted to dictate what people read but also what they couldn’t read… for example when China invaded Tibet, the Chinese army burned hundreds of thousands of books from the monasteries. The Cultural Revolution in China (around 1967) saw the wholesale destruction of books containing unacceptable ideas…the Taliban burned over 50,000 in northern Afghanistan…in 1992, Serbian opened fire on Bosnia library in Sarajevo…22

The idea behind this was certainly to deny people access to information and ideas that would empower them to reject wars or refuse to support governments in their war schemes. They wanted to restrict people’s opinion. This is an indication that books are important even in war, and can influence its course.

22 Adams (2006)
Fortunately the issue drew attention of some governments to the importance of books and made them take action favourable towards libraries, and therefore to democracy. Adams reports that in the United States, for example,

During World War II, Americans were appalled by newsreel footage of Nazi soldiers burning books. In reaction, they embraced libraries – if the fascists were against them, there must be something good about them. President Franklin Roosevelt issued a proclamation late in 1941 supporting libraries as "essential to the functioning of a democratic society... the great tools of scholarship, the great repositories of culture and the great symbols of the freedom of the mind."

In keeping with library sentiment, Roosevelt and McLeish saw the Second World War as much a conflict for the mind as one on the battlefield. Kranich in her preview quotes Roosevelt saying

In our country’s first years of war, we have seen the growing power of books as weapons...this is proper, for a war of ideas can no more be won without books than a naval war can be won without ships. Books like ship have the toughest armor, the longest cruising range, and mount the powerful guns. I hope that all who write and publish and sell and administer books will...re-dedicate themselves to the single task of arming the mind, spirit of the American people with the strongest and most enduring weapons.

The war of ideas did not stop with the burning of books. There are people who realized information was a great weapon and so tried to keep it from others.

... sometimes they confine themselves to restricting

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23 Adams (2006)
24 Kranich, N (2001)
availability. In the 1940s, around 90% of libraries in the south were closed to blacks. Today, we still hear of efforts by parents’ groups to forbid books…which don’t conform to their world view.²⁵

Libraries and service delivery
An article by Ouma in the Sunday Standard newspaper, entitled “Google to help African governments”, which was presented at the Affiliated Network for Social Accountability (ANSA) Africa, on May 19th – 21st, 2005, in Addis Ababa, reported that the initiative was to “Inform and Empower”.²⁶ Google is an information search engine on the internet. This initiative took place “after the realization that information has an important role to play in the delivery of service to the people”.

Democracy is also about the delivery of service to the people, in the form they want, which is only possible if the populace is informed and empowered. How would “inform and empower” promote democracy? This kind of information system can effectively be set up in our libraries by way of internet. Since libraries are centres for information, the public can then access the information that Google offers. Google hopes to inform and empower the public with information about what is necessary for public service delivery; have provision of meaningful information, easily accessible to public service providers, policy makers - which is key part of creating home-grown solutions to improve quality of public service.

Google contends that information empowers, creating awareness and enhancing democratic practices. Accountability to the community is addressed. “Better information can make governments and other providers spend scarce resources wisely”. It is therefore appropriate to conclude that information is indispensable in democratic practice. As Google puts it, “information to stakeholders makes everyone play their rightful role in a democratic process”. A democratic environment

²⁵ Adams (2006)
encourages prudence, which reduces wastage. This is only possible through information empowerment, which is what libraries are set out to achieve.

Informed people as individuals or communities demand their rights, entitlements, choices and quality of public service, which are key issues in democratic practice. Libraries must play the crucial role of “informing and empowering”, promoting democracy in the process. Google continues to argue that “while empowered by information, citizens and communities can demand better services from providers or develop new solutions to meet their own needs”.

Democracy calls for everybody to play their roles, which means developing solutions to needs, and demanding appropriate service from governments through service providers. In this regard, measures might include agitation for change, suggesting new ideas of governance, participating in programmes, and much more.

**The Kenyan situation**

In Africa, library development started mainly in the 19th century. For example, the national library in Cairo (among the early libraries) was started in 1870. But “generally speaking, most libraries did not really become large collections until the 1950s”. 27 The growth was speeded up by missionaries, who were on humanitarian missions, but whose work was soon followed by colonization. It is therefore logical to conclude that libraries played a vital role in the colonization of Africa, possibly through the materials and books the missionaries wrote and sent back home which sensitized and attracted the colonialists.

In Kenya, the Kenya National Services (KNLS), the main library service provider in Kenya, was established by an Act of Parliament back in 1965. Its mandate was to promote, establish, equip, manage, maintain and develop libraries in Kenya. In its customer service charter, the KNLS notes that “we recognize that information is a basic commodity in everyone’s life, and we want to make sure that

27 Kaungamno and Ilomo (1979), p.19
the services… will translate to both individual and community empowerment”. It further notes that the “services are aimed at helping people make informed decisions affecting their lives and their community and therefore contribute positively to national development”.

As indicated above, the government realized many years ago that information empowers, so that people develop informed opinions about personal and public issues. The opinion of individuals and groups shapes general public opinion on specific issues, usually towards the common good. KNLS lists its customers as “individuals, students, researchers, government agencies, private institutions, hospices and hospitals, schools, orphanages, visually impaired persons, etc.” The implication here is that the readership captures a cross section of society, further indicating the importance people currently attach to libraries.

The senior academicians of the pre-independence era in Kenya were educated mainly in Europe and America, where education systems had been developed and libraries established as indicated above. These individuals have continued to influence public opinion to date, through their intellectualism and reasoning capacities. Soon after independence, there were the famous “air lifts” to America of boys and girls to “go read”, championed by the late Tom Joseph Mboya (then minister). Most of these people have continued to influence public affairs.

Most of the academic elites in Kenya started with just a collection of books and materials that were relevant to their academic or professional fields as students. Today, whether at home or in their offices, these individuals have mini-libraries. This is usually evident whenever the same people are being interviewed in offices or homes, when they appear against backgrounds of racks and shelves of books. The books are not only those related to their respective fields, but also a collection of famous writers, which they often variously quote, whether in public forum or political arena. These are evidently people who continue to influence our public life, directly or indirectly. From humble collections of books to mini-libraries, books (read libraries) have evolved and continued to have bearing on opinion of individuals and communities.
Library services in Kenya had a humble beginning (one in 1965). Over the years, the single National Library has developed 48 public libraries countrywide - a clear indication that the government attaches great importance to empowerment of the population. The result is an alert, clear minded, opinionated, critical and informed Kenyan public, usually observed in their contribution and participation in national and political issues, as for example during the last general election and the subsequent chaos following the disputed elections.

However, the current situation is still far from complete. In realization of this, the KNLS has developed several strategic objectives, including the integration of ICT in library operations and service delivery, the development of literacy and sustaining reading promotion campaigns. The future looks bright for Kenyan libraries, but a SWOT analysis would be a useful approach into the future.

Kenya, and the KNLS have a number of strengths that they can build on:

- The mobile (outreach) services (camels, donkeys, tracks) can reach areas without established libraries;
- The provision of services for children from the age of three, which is instrumental in child development, and which can attract funding from interested donors such as UNESCO;
- The provision of integrated services like HIV/AIDS information, among others, attracts a diversity of readers;
- The existence of a staff development programme has the potential to develop a suitably qualified staff and hence quality services;
- The services are currently offered free of charge and have the potential to attract people of all shades of persuasion.

There are also a number of weaknesses that require attention and possible intervention:

- Publicity and creating awareness, that would bring more readers to the many libraries established, is not adequate;
- Inadequate advocacy of the Kenyan government, to increase funding and resources to invest more in information empowerment;
• The slow pace of developing staff, many of whom still work untrained. Many are taken for training when advanced in age.

The opportunities that KNLS can take advantage of include the following:
• Free primary education and subsidized secondary education are increasing literacy levels, and subsequently the potential readership;
• The Kenyan population generally loves education, as indicated by the current scramble for higher learning. The library can tap this by putting measures in place that would attract the people;
• The variety of services offered has the potential of attracting a wide range of specialists, further increasing the level of quality of services;
• As the only publicly owned library, KNLS has a near monopoly. Good services would have large clientele.

There are, however, some threats to the operations of the library as it strives to empower the citizenry to contribute to affairs that affect their lives:
• Staff retention: the rate at which qualified staff are currently leaving the National Library is very high, probably due to lack of proper incentives;
• The slow pace of modernization of libraries is turning away users, who search for alternative sources. These are however scarce or expensive;
• Resources are still scarce and usually shared among libraries;
• Changes in political establishment: the Library has frequently changed from one ministry to another, according to changes in political system, causing confusion and hindering forward planning.
Access to libraries: future focus
An ideal situation is that in which the general public is given the opportunity (or even the right) to use libraries to obtain information as needed. General access must therefore be ensured not only to the elite (who often get information and hoard it) but also for the low in society. When a situation is created where important information is only held by the elite, especially in politics, they usually very easily manipulate those low in society to achieve narrow interests.

Universal free education
In circumstances where literacy levels are not high, libraries are largely used only by those who can read and write. There is limited provision for illiterate people in libraries and many libraries have no such provisions. The beginning of universal access must be free universal primary education. Kenya is on the right track by offering this, but mechanisms must be put in place to ensure that every child actually accesses the education. In this way everyone would be in a position to use libraries. Harrison states that “thinking ultimately is that which moves and develops society, and we shall not have a real democracy until we have a well educated people…”28 The (UK) Library Association proposals of 1943 stated that:

> By the facilities it affords for wide and unfettered reading, the Public Library enables every man not only to enlarge his mind with the refined pleasures of great literature, but in particular to secure that understanding of social and economic forces and conditions without which there can be no true realization of the democratic ways of life.

Sharing of resources
Through the resource-sharing that libraries practise, researchers and other users are in a position to access all the information available. We can employ the UNESCO slogan, “books for all”. Libraries should therefore provide access to information through

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sharing resources, however limited the resources are. Libraries can ensure this happens by collaborating and sharing resources with other information institutions, for example news stations. Al Irion states that “…no library, however rich in financial and bibliographic resources can ever expect to purchase every item or to meet all the demands of its clientele…” and Kaungamno quoted Nyerere (the former Tanzanian president): “… mankind will not progress at all if we refuse to learn from each other”.

The physically and mentally challenged
Belfrage reports that, to improve access to all at a main public library, they set up a project that would provide media materials about the community, the region, the state and the larger world accessible to users. In addition, they put even more effort into access for users with special needs: the physically handicapped and those with language barriers. This they achieved by putting media and materials together, with computers that access information from various sources. Libraries need to put in place systems that cater for every individual in society.

Parliamentary libraries
Politicians should be assured of library access through the provision of a parliamentary library, because they influence society and need to do so from a position of being informed. Such a library should also be accessible to the general public so that they would be informed about legislation made in Parliament. A parliamentary library could also be a forum where the public engages parliamentarians; in the process the latter also would engage with the public. Belfrage supports this argument:

The freedom of speech is a cornerstone of democracy; the democracy is based on public opinion and expression. Politicians should encourage the freedom of opinion and expression; they should seek opportunities and arenas for this in society. Public libraries are such places…

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29 Kaungamno and Ilomo (1979)
31 Belfrage (2000)
This idea is important because if policy makers are aware of the importance of public libraries as a source of expression and empowerment, then it is easy to include it in the budget. This would certainly result in expansion of libraries and consequently, increased access.

**Special training for librarians**
At least some librarians should get special training in a variety of fields and media, such as law. These librarians would be available on specific days to answer any related questions from the public who might be interested in such areas.

**Networking**
Networking is possible between local and national politicians, other authorities and institutions, including the education sector. Belfrage states that in their effort to improve access, they employed meetings involving the public and politicians, tax authorities and other professionals, where issues were discussed and information given. Data can be processed and stored or communicated to policy makers and public, to be used in planning to improve efficiency and therefore better services.

**Public awareness**
Improved use of libraries (scaling up) can also be achieved through creating awareness, essentially through the use of mass media and public demonstrations and exhibits. These may however, be limited by certain factors, such as the inability of libraries to meet demand. Kaungamno and Ilomo report that in Tanzania, “a cautious approach was adopted for fear of stimulating demand that could not be satisfied with existing book resources…” Provision of resources and publicity should be handled simultaneously.

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32 Belfrage (2000)
33 Kaungamno and Ilomo (1979)
User-friendly libraries
Access can be complemented with creating library environments that are conducive to all classes of readers, children, teenagers and adults (including the old and physically challenged). Human beings tend to be attracted to situations that favour their liking.

Advocacy
Through advocacy – including petitioning governments for the expansion and equipping of libraries – take libraries closer to the people. Currently in Kenya libraries are only situated within big towns, while there are only a few community libraries in local settings.

Varied means of communication
In Google’s view, accessibility to information can be ensured by: “use of multiple modes of communication to allow a broader range of people to access information” and “… enhancing the quality and quantity of data and evidence”. Libraries can use multiple modes, like mobile libraries, effective and elaborate websites. In this way it is possible to use libraries to reach more people.

Books/materials in local languages
Not everyone who may wish to access information is able to read or speak the national language, English (or even Kiswahili). Translations into local languages that people are comfortable with are a strategy to improve access, as more people with limited language skills will be attracted to libraries.

Expansion & equipping of institution libraries
Institutional libraries often stock books and materials that specifically meet their educational requirements. By including more general materials that expand knowledge and views, these institutions would be increasing access to diverse materials for their people.
Conclusion
This paper is a wake-up call to information providers, users and funders regarding the importance of this hidden institution “the library”, and the importance of its existence to any society. As argued above, the library is clearly the cornerstone of democracy and democratic practices. Information in any form whatever (which is what libraries are set up to provide) empower people to make meaningful contributions, that include service provision and democratic processes, toward public affairs. Access to libraries may be ensured in many ways, chief among them being the implementation of universal school education, sharing resources, opening parliamentary libraries to the public, involving key stakeholders, and advocacy. The introduction of modern technologies in information management will further improve access.

Recommendations
1. Good reading habits are developed from early childhood. There is a need to provide access to the library for children and encourage them to read, through open children and family entertainments, children’s rooms and interlibrary lending, and by use of methods that stimulate the reading habit in early childhood, such as storytelling, reading competitions and similar activities.
2. Creating awareness is important in bringing readers to libraries. This can be achieved through road-shows, regular meetings between citizens and politicians, and developing libraries and discussion groups at both the village and urban levels.
3. Libraries need to be made “one-stop” resource centres. This can be achieved by providing a full and complete range of resources that cater for all groups of people. These resources include books, internet access, Braille materials, and talking books.
Role of libraries in promoting democracy: ensuring free access for all

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Abstract
Libraries, whose mission is not merely to provide books, truthful and timely information, gather, organize and deliver information for people to make informed decisions about their health, wealth and pleasure. Free and open libraries thus permit those accessing them to have a diversity of views. Libraries in all their richness are the soil on which healthy democracies flourish. Democracy is rule by the people, people yearning to be free, seeking to govern their own affairs, express their personal and collective responsibility, respect for human rights and intellectual freedom; freedom to think one’s thoughts, conceive ideas, formulate views and express them freely. An ideal democracy thus requires an informed populace to thrive. Due to budgetary constraints in many countries and at a time when the need to encourage use of public libraries by all people of all ages is growing, proposals to charge fees for access would impact negatively on library use.

Introduction
The library is a collection of information resources and services organized for use and maintained by a public body, or private institution (web definition). The library's mission is not merely to provide books and accurate and timely information but to gather, organize and deliver information for people to make informed decisions about their health, wealth and pleasure. Democracy is rule by the people. US President Lincoln described it as "government of the people by the people for the people". People yearning to be free seek to govern their own affairs, express their personal and collective responsibility, respect for human rights and intellectual freedom, freedom to think ones thoughts, conceive ideas, formulate views and express them freely.1

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Aristotle the great thinker once stated that democracy arose from men thinking that if they are equal they are equal absolutely. Democracy can be corrupted. The mass media can publish half truths, or even outright lies. It can be manipulated by government and political parties through bribery, corruption and intimidation. The media can present slanted, inadequate or untrue information. Through rumors, innuendo and misrepresentation, village gossip feeds prejudice and xenophobia (as happened in South Africa).

Writing about excesses of democracy, Kimemia stated that in South Africa, just as in Kenya, greater democracy appeared to have emboldened every other miscreant into “democratically” expressing their dissatisfaction even if such expressions invariably involved breaking the law.²

**IFLA / UNESCO and public libraries.**

The 1994 IFLA/UNESCO Public Library Manifesto³ proclaims UNESCO’s belief in the public library as a living force for education, culture, information and as an essential agent for fostering peace and spiritual welfare through the minds of men and women. UNESCO thus encourages national and local governments to support and actively engage in the development of public libraries where the services of these libraries should be provided on the basis of equality of access for all regardless of age, race, sex, religion, nationality, language or social status. The manifesto also proclaims that collections and services should include all types of appropriate media and modern technologies as well as traditional materials. Collections and materials should not be subject to any form of ideological, political or religious censorship. Services in principal should be free of charge and physically accessible to all members of the community.

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Arising from this, the mission of the public library is to:

- support and participate in literacy activities and programmes for all age groups;
- facilitate the development of information and computer literacy skills;
- provide adequate information services to local enterprise associations and interest groups;
- ensure access for all citizens;
- support oral traditions;
- foster intercultural dialogue and favor cultural diversity, appreciate the arts, scientific achievements and innovations;
- provide access to cultural expressions of all performing arts;
- stimulate the imagination and creativity of children and young people;
- support formal education; and
- create and strengthen reading habits.

Is there access for all?

One of the most significant challenges facing library services in reaching the people comes from the very limited coverage of most of the library services. Mchombu suggests that

- this is due to lack of government investment in setting up libraries to cover all areas of a given country. In Kenya for example most districts do not have public libraries;
- most libraries are located in urban centres;
- the materials available are not relevant;
- as a result of budgetary constraints in many countries, proposals to charge fees for access to some or to all public materials would impact negatively to library use;
- libraries are lauded as educational and information institutions, as centres of grass roots democracy crucial to community, social and economic wellbeing. Yet these functions have been

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relegated to peripheral status while recreational, reading and support of education have been seen as libraries “defector” priorities;

- public libraries are poorly supported. Poor libraries provide inadequate and misleading information. These libraries are among the first public services to be reduced during any decline in local revenues. This phenomenon has been experienced in many countries and for decades. This in essence undermines democracy;
- censorship and limiting of access to information on some issues e.g. information on matters of “national security”. But this is merely used by some governments to cover up their activities.

Can libraries save democracy?

“No nation can remain both ignorant and free,” Thomas Jefferson once said. Libraries should be lauded as educational and informational institutions, as centres of grass roots democracy crucial to community, social and economic well being. In the words of the IFLA statement on Libraries and intellectual freedom, “Libraries endeavour to make available the widest variety of materials” reflecting the plurality and diversity of society and ensuring that selection and availability of the materials and services is governed by professional considerations and not by political, moral and religious views.” This is actually the heart of democracy.

Libraries contribute to development and help to safeguard basic domestic values and universal civil rights by acquiring, organizing and disseminating information freely. In this context the Library has the responsibility to ensure the rights of others, the right not to have religion and identity demeaned, not to be defamed on the basis of religion as black, white, Muslim or Christian, and to ensure respect for others, their views and interests.

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Ways in which libraries promote democracy

- Libraries inform citizens. Democracy vests supreme power in the people. Access to information by citizens allows them to make informed decisions; well informed people are important for democracy to thrive.
- Libraries break down boundaries. The literate and illiterate are served, together with the elderly, prisoners, those hospitalized, the homeless, the blind and students.
- Libraries level the playing field by making resources equally available to all, regardless of their income.
- Libraries preserve the past, a nation’s culture, historical records and events.
- Like churches, mosques and synagogues, libraries offer sanctuary, a feeling of peace, respect and humility.
- In libraries, communities are built and empowered, socially, economically and politically. High dividends are gained: people attain their goals, careers and professions.
- Libraries value the individual; nourish creativity through imagination and ideas acquired.

Conclusion

To librarians, librarianship is a service profession, a nurturing profession generally following the ethics of care. The world needs more care and libraries and information centres foster concern for all people, their individuality and relationships. These are interests that should not be quantified or devalued.7

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7 Froehlich, T. J. (1997). Survey and analysis of the major ethical and legal issues facing library and information services (IFLA Publications 78), Munich, Saur.
Promoting synergy-focused libraries in Kenya: enhancing linkages, advocacy and lobbying Strategies

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Abstract
Information is a vital resource for sustainable development. No modern economy can effectively function without a reliable flow of information. As officially designated information agencies, libraries play key roles in collecting, producing, organizing, and disseminating information products as well as facilitating their free flow to enhance socio-economic and democratic development. A knowledge-driven society enhances sustainable economic growth through diversification of economic activities and innovative utilization of untapped resources. Libraries support this mission by providing technical, intellectual and business information.

Public library systems in Kenya fall short of attaining this position due to a number of challenges that include: under developed human resources; inadequate collections; non-access to online information in most library outlets; and lack of an enabling environment for innovative research, which finally causes them to underperform in their core basic functions of ensuring free access for all, the promotion of a reading culture and eradication of illiteracy; the promotion of life-long learning; effective support to academic curriculums; and provision of civic education for good governance.

Free access to information is a basic human right. Public libraries have the obligation to facilitate this access, regardless of an individual’s societal status. Citizens’ constructive participation in advancing democracy is enhanced through life-long learning experiences and free access to knowledge. For libraries to uphold these important values there is a need for a paradigm shift, from
libraries being viewed as a government-dependant sector to embracing new strategies of networking, advocacy, linkages, lobbying and fundraising among stakeholders, including local communities.

Introduction
For African libraries to be positioned as agents of socio-economic and democratic advancements leading to good governance, they will need to undergo a real paradigm shift in their structures, operations and service delivery approaches. Their final entrenchment in this strategic position, as agencies of democratic enhancement is largely dependent upon their willingness to diversify their operations; and to adopt new services and formally engage in linkages with all purported stakeholders, as well as continued innovative research on best practices.

This call for a paradigm shift is premised on the need and desire for change, not just a change within library structures, operations and service delivery, but a change in the wider world of which it is part. This will include the eradication of old perceptions that libraries are at a cross roads and on their way to extinction, plus the illusion that their place is rapidly being taken by robust ICT-based information providers, agencies and brokers. Such a paradigm shift automatically creates a new image of libraries needed to bring about social, democratic and developmental changes through the provision of imaginative and socially responsive programmes that seek to increase the capacity of an individual’s participation in holistic development, including enhancements of social infrastructures.

It is only through networking among library institutions and deliberate collaboration with other relevant bodies like library associations, as well as advocacy and lobbying among other stakeholders like NGOs, government departments and international bodies, that will finally result in library institutions being strategically placed as real agents of change. Library institutions should never be seen as mere warehouses of books. They ought rather to be seen as dynamic information resource centres meant to re-create new thoughts and enhance the lives of people utilizing them. Simply put, they are champions of
memory, which is the real source of life and the history of the people.

For this new vision of a synergy-focused library system to be realized, especially in Kenya, this paper calls for joint strategies among stakeholders to realize at least the following two milestones in Kenya’s information industry:

- Formalized collaboration between public library systems in Kenya and the home-grown Kenya Library Association (KLA), especially on joint advocacy and lobbying initiatives to address issues on legislation and quality development of human resources.
- Well developed and competitive lobbying and advocacy strategies targeting both local and international stakeholders, ensuring that Kenyan politicians come to terms with, and be knowledgeable about the importance of information products in the success of sustainable development in the country.

Developing concepts
The window or gateway through which one can clearly visualize libraries as promoters of democracy and as agents of ensuring free access for all is blurred until one moves back to understand the following basic related concepts:

- Community;
- Community intervention (social intervention);
- Synergy-focused libraries;
- Community development;
- Advocacy and lobbying;
- Democracy;
- Free access for all.

Community
This is an omnibus term that changes its meaning depending on the issue under discussion. Azarya states that by 1955, the concept had already acquired 94 definitions. It is therefore not surprising that no precise meaning of the term “community” exists to date.

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However, for the purposes of this paper, the author wishes to pick out two definitions specifically:

- A community is a collectively united group, either on the basis of shared responsibility, territory, for example neighbourhoods, a village or a city or on the basis of common ideals, social, ethnic or religious ties.
- A community may also be understood to mean a microcosm of society, a social system in themselves with their own subsystems of governance, economy, religion and family.

**Community/social intervention** refers to agents of change within the community structure, be they institutions or individuals whose contribution lies in the provision of organized expertise, services and solutions to the needs of the community. A library system that does not position itself as part of this change agency, a system that is unaware of or ignores the socio-economic activities of a community in which it is created to serve, cannot create any impact or be recognized as an important entity in community development.

The concept of social intervention lies in the notion that resources of a society should be distributed equally among its members, irrespective of an individual’s social position or condition; that is, a need-focused distribution rather than based on the ability to pay as the deciding factor.

It is common knowledge that all individuals in a community/society need information for their holistic development regardless of their social or economic status. This is where libraries come in, to provide free access to this information for all, regardless of an individual’s social status. As agents mandated to fight illiteracy and ignorance by empowering citizens with knowledge and information for both personal and national development, libraries can only achieve this broad objective and hence a lasting impact in the community, if there is a deliberate move and / or a real paradigm shift towards embracing a synergistic culture in their operations, programmes and services.

**Synergy-focused libraries** refer to libraries that have inculcated the culture of pooling together with other stakeholders to
effectively address a course at hand. This is the art of excelling in the activities of combined or coordinated programmes with the intention of working together as change agents and collectively embracing the real culture of social intervention. This encompasses linkages, networking, and advocacy and lobbying strategies. This synergic transactional framework has three identifiable subsystems:

- **The donor sub-system** comprises the legislative, executive and funding authorities that provide the needed resources and lay down broad national, international and regional policies to achieve effective social intervention.
- **The administrative and delivery sub-system** is responsible for planning; administering; implementing; and monitoring of programs, services and products including continual innovative improvements, all for the benefit of the recipient subsystem.
- **The recipient sub-system** comprises the users of the service, the target population for the service in question. In this case they are members of the community in which the library facility exists to provide access to information for all, so that they are able to make rational decisions as well as fully participate in their socio-economic and democratic advancement.

These three sub-systems must be formally engaged to become a functional networked system through well-designed strategies of collaboration, co-operation, lobbying, advocacy and networking activities.

**Community development** refers to the synergistic involvement of local leaders; community residents; professional change agents/agencies to participate in projects; and the activities and services intended to benefit community residents both collectively and individually in order to enhance the holistic development of the community. It should be noted that the grand mission of all collaborators in the information sector is to participate in the holistic development of their citizenry by empowering them with relevant and adequate information for rational decision making in all their day-to-day endeavours.
This desired holistic community development can never be achieved by “lone ranger” library facilities as apexes without a base. Rather, it needs a systematic and collaborative approach with key stakeholders such as library associations, politicians and the entire government mechanism including local government authorities. Joining forces with relevant change agents including institutions, NGOs, foreign missions and other bodies, to build strong advocacy forums for specific policy changes, is the way to go if libraries are to be recognized as equal players in the country’s socio-economic advancement.

This approach will finally enable libraries to be successful in lobbying for increased funding among both local and international potential donors, and calls for an elaborate and inclusive strategic plan to:

- strengthen library associations. Indeed, the status and capacity of library services in a country will always be reflected in the overall image of the library association in that country;
- bring on board politicians and other key government decision-makers by lobbying them to fully understand and hence realize the strategic importance of the information and library system in the achievement of: Kenya’s vision 2030, Global millennium goals, and the country’s general development;
- strengthen the publishing industry in Kenya by promoting local authorship as well as subsidizing the publications of non-academic information materials currently being viewed by Kenya’s publishing firms as not cost-effective;
- plan for effective fundraising to achieve an increased funding base beyond the government’s budgetary allocations. This securing of better funding would enable libraries to expand and diversify their services and hence create a real lasting impact in the communities they serve;
- advocate and promote the development of sufficient information professionals with the dynamic skills needed for the Kenya’s ever-changing information industry;
advocate and lobby for enabling infrastructural environment including good legislation, national standards, physical infrastructure and adequate resources for Kenyan Libraries to compete favourably with their counterparts especially those from developed nations.

Advocacy and lobbying
Advocacy is influencing for change. It is working with other stakeholders (building synergies) through a strategy of changing their attitude and opinions, as well as encouraging their participation, interest and commitment in addressing the issues at hand; it is about reaching the people who have the power to change the status quo and influencing them to make things happen differently.

The need for library institutions to join forces with their recipient communities in advocating for more resources from both the central and local governments cannot be ignored. The need for library institutions to join forces with other relevant collaborators (for instance, the Kenya Library Association) in articulating their rightful position as reputable contributors in national development, calls for well, jointly planned advocacy strategies geared towards positively influencing decision-makers on the importance of information in national development.

Lobbying is one of the ways in which advocacy work can be done. It is a particular kind of advocacy where appointments with influential individuals are booked and they lobbied using strategies like face-to-face persuasive meetings, focus group discussions, memorandums and appeal notes.

Democracy
Most dictionaries define democracy as government by the people, in which the supreme power is vested in the people and exercised directly by them or by their elected agents under a free electoral system. This definition is implicit in Abraham Lincoln's Gettysburg address referring to government of the people, by the people and for the people.
For the purposes of this paper, the author prefers to take democracy to mean a set of ideas and principles about freedom, specifically highlighting a set of practices and procedures that have been moulded through a long, often tortuous history of learned best practices in governance.

**Two universal forms of democracy**

- Direct democracy, through which all citizens, without the intermediary of elected or appointed officials, can participate in making informed public decisions; and
- Representative democracy, in which citizens elect officials to make political decisions, socio-economic policies, formulate laws and administer programmes for the public good in the name of the people. Such officials can deliberate on complex issues in a thoughtful and systematic manner that requires investment of time, accurate information and energy. This is often impractical for the majority of private citizens.

**Free access for all**

This paper underlines the meaning and importance of this concept. Access implies that information will be readily accessible to all members of a given community/society regardless of their status in that community. Access to information is a basic human right. This is further confirmed in two important international documents:

1. According to the American Library Association (ALA) declaration:

   “Freedom of expression is an inalienable human right and the foundation of self-government. Freedom of expression encompasses the freedom of speech and the corollary right to access or receive information. Libraries and librarians exist to facilitate the exercise of this right by selecting, producing, providing access to, identifying, retrieving, organizing, providing instructions in the use of, and preserving the recorded expression regardless of the form or technology”.

This implies that citizens will have free and equal access to the information they need in order to take control of their own lives for self-development, self-reliance as well as collective participation in good governance.

2. The UNESCO Public Library Manifesto states that: “Freedom, prosperity and the development of society and that of an individual are fundamental human values. They will only be attained through the ability of well – informed citizens to exercise their democratic rights and to play an active role in society (Community). Constructive participation and the development of democracy depend on satisfactory and life-long education as well as on free and unlimited access to knowledge, thought, culture and information”.

This manifesto brands the public library as the local gateway to knowledge, providing an environment conducive to life-long learning, independent decision-making and cultural development of the individual and social groups (the community).

Kenya’s legislation governing free access to information is outdated, fragmented and falls greatly below global standards. This has resulted in the scattering of information institutions into different Government units, coupled with a lack of networked approaches. There is hence a need for an all-inclusive (of all stakeholders) participation in the development of the “Information Access Bill 2008”, to ensure the passage of the bill through effective advocacy and lobbying strategies targeting members of the House.

A community will always need information for everything in their lives: for instance, to get a government scholarship for their children; to apply for a job; to know which medical services are available in which town; to start a business; to get licences to open a kiosk; or to collect a pension. Information access for all (freedom of information) matters most to the poor and the vulnerable.

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Basic objectives of an ideal democratic government
In its comprehensive report entitled, “Achieving Millennium Development Goals in Kenya (by 2015)” the Government of Kenya, through the Ministry of Planning and National Development, asserts that the broad overall development objectives of any democratically constituted government, within a specific timeframe according to the constitution, may be grouped in the following major categories:

- Reviving and sustaining the economic growth of the nation;
- Creation of employment opportunities and the improvement of its citizens’ standards of living;
- Alleviating poverty, ignorance and common diseases, in moving towards a healthy nation;
- Reducing inequalities in income through equitable distribution of its resources;
- Participatory democratic advancement towards good governance;
- Application of appropriate technology expertise and research to improve productivity services, including the exploitation of untapped resources;
- Consultative and inclusive development through the full participation of non-governmental agencies in partnerships, linkages, collaborations, lobbying and advocacy;
- Preservation, enhancement and promotion of the nation’s cultural identity;
- Protecting the rights of marginalized citizens including disadvantaged groups in society.

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The role of libraries in the achievement of the government’s broad objectives

The theme of this paper is the role of libraries in promoting democracy, ensuring free access for all. However, democracy is intertwined with other specific development indicators for real development, as highlighted in the above ten broad Government strategic objectives. It would therefore suffice to give a summary of such development pillars to clarify the position of libraries in national development.

First, economic growth requires the diversification of the economy through the exploitation of all resources including those previously untapped. This leads to the development of new products as well as the establishment of new industries. In this context, libraries provide technical, economic and environmental data for research and development. Libraries also provide the information required by both researchers and decision-makers to create an appropriate fiscal, legislative, institutional and policy framework for sustainable economic growth.

When it comes to the creation of employment opportunities, it ought to be understood that human resources must be fully developed to enable them to participate fully in the various economic activities of the nation. This in turn requires an elaborate educational infrastructure, including an environment that clearly promotes self-learning approaches which finally result in general alleviation of poverty and reduction in inequalities of income distribution. Libraries are central and key in enhancing quality education. School libraries, college libraries and university libraries make resource-based learning and student-centred teaching a reality, which finally encourages students to be self-reliant.

At the grassroots level, community libraries empower adult learners and others deprived of learning opportunities to gain new skills and increase their occupational mobility. Ngang’a supports this view in his paper presented in 2000 at the partnership forum between the Kenya National Library service (KNLS) and the Association of Local Government Authorities of
Kenya (ALGAK), by summarizing five roles of a typical community library as follows:

1. Provision of information needed to support members of the community in gaining skills, knowledge and confidence for full participation and democratization of their affairs;
2. Provision of forums through which the government and other agencies are informed about concerns, problems and reactions of community members to their planned activities and programmes;
3. Provision of support to extension programmes and help extension workers to effectively coordinate their work in the community;
4. Strengthening community’s involvement in and appreciation of local and national culture;
5. Supplementing formal and informal education through provision of relevant and supplementary reading materials at appropriate literacy levels including the sustaining of life-long learning.

The role of libraries for national development cuts across all government sectors. There is therefore no sphere of a country’s life, no sector of its economy to which libraries do not contribute, since information is the life-blood of a modern nation. The richer nations do not only have rich networks of libraries because they can afford such libraries; libraries help to make countries richer.

However, the above roles can only become real on the ground if
- libraries inculcate a culture of building synergies with their stakeholders, including recipient local communities;
- such synergies are designed to promote networking and collaboration for increased resources and diversification of services;
- such synergies are geared to promote joint advocacy and lobbying strategies including research undertakings;
- such advocacy and lobbying strategies are specifically designed to realize quality human resource development; a funding base increased beyond the government allocations; the passing of favourable legislations to allow the real development of the information sector; joint promotion of
a positive reading culture and personal reading habits; and better recognition of libraries as important tools for national development.

The role of libraries in promoting democracy
The deepening of democratic processes through a desire to enlarge the space of citizen participation in the democratic advancement of their respective countries has always been one of the leading agenda items of almost all developing young economies and the developed nations of the world, and of associations and other organized movements in these countries. Democracy, which is derived from two Greek words “demos” (people) and “kratos” (power), is considered to be an archetype for governing people in a state of justice.

Direct democracy (see above) is the ideal democracy, but is more or less an “in-house” democracy which can only be practised by small groups of people and may instantly prove ineffectual if applied to a larger community. This leaves representative democracy as the one viable democratic process to be practised in large public environments.

The representative democratic system has been adopted as the best approach to the democratic process in present modern countries. In such systems, however, democracy has become more susceptible to the danger of strong lobbies, persuasion and even blackmail because many people do not have influence on the political decision-making process regardless of whether or not the system is actually open to all.

Decisions are made by very few people (politicians and their advisers), who do not very often consult and communicate with their electoral bases except during electoral campaigns. Worse still, their information-seeking behavior is, to put it bluntly, dormant. They are never careful in seeking relevant information to enable them make rational decisions neither are they knowledge-focused personalities. They make irrational decisions out of perceptions, uninformed judgments, the wrong influence and selfish attitudes.
Dulton proposed a new paradigm shift to help save the structure of representative democracy. He proposed increased participation of civil society in the democratic process: strong lobbying and advocacy by librarians and other information providers to prevail on the government to recognize information as an important asset to aid in rational decision-making by empowering the development of information agencies, including libraries; and a change in the political media with regard to agenda-setting, so that those who control the distribution of information likewise set the direction of the debate. At present, the political media perpetuate a top-down model of political discourse in which those at the top of the information business hold control over the information provided to the public.

The best approach in promoting a system of representative democracy, in which society is governed by the people as a whole, is to limit the democratic activities or positions enjoyed by powerful groups in society and to spread this power to smaller groupings as well as isolated disadvantaged citizens. This can be done by empowering them with adequate, relevant, accurate information through instruments such as state-of-the-art library facilities, community resource centres, and the engagement of other information agencies through a synergy-focused library approach.

The aim here is to effectively inform the ordinary citizens (who constitute the greater population in a society) and enable them to fully participate in, and to influence, the decision-making processes in all spheres of their environment including democratic advancement, and to realize real community development in their neighborhoods, city, region or country. To this end, the citizens should ultimately become an integral part of the system or instrument for democratic advancement and informed evaluation of multiple options and alternatives for development in their society.

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This paradigm shift to a desire for inclusive democratic participation by members of the community calls for an elaborate advocacy and lobbying strategy among various stakeholders, including, but not limited to, civil society and pressure groups; information providers; the government of the day; faith-led institutions; human rights institutions; professional associations (such as the Kenya Library Association). There should be an enabling infrastructural environment to effectively facilitate the process: public libraries, by virtue of their mission to provide access for all, possess an unparalleled potential to ensure effective and inclusive participation all citizens on issues concerning their welfare.

**ICT integration enhances the reality of direct democracy**

The possibility of a breakthrough in the direct democratic system is envisaged in the concept of electronic democracy. This allows the creation of new virtual markets with open, free, extensive discussions and an overall aim of options in decisions regarding the development of a given local set-up. Libraries and other information agencies must be seen to integrate this ICT potential through increasing access to developmental information beyond the capabilities of a manual library system.

An ICT-compliant library facility has the capacity of facilitating easy free access to public information in a wider population and linkages. In a direct democratic set-up, this approach greatly enhances free expression of views, extensive discussion for better understanding and ultimately the approval of measures to be taken regardless of whether their implementation is delegated to the executive power directly or whether there is a formal vote before a decision is taken.

The central role of selected representatives (representative democracy) will be enlarged to take on different dimensions: instead of being the sole decision makers, they become guarantors of the democratic process and, in a way, process arbitrators, facilitators and managers. This trend might in the end lead to an evolution of current parliaments and governments across the globe and hence to a real paradigm shift that places libraries and
other information agencies in their rightful position for holistic
development as desired.

Effective integration of ICT applications in library and information
service provision therefore has the potential to play an important
role in the realization of the vision of direct democracy because
these ICT solutions remove the constraints of space and time.
Through appropriate networks and user-friendly interface tools
on the internet, this would allow the opportunity for access to
free debates and exchange of thoughts and ideas as well as
free and direct access to public information from government
sources, leading in turn to more advocacy, lobbying and effective
participation in the democratic process. With the implementation
of ICT-compliant library systems for the enhancement of direct
democracy, there would also be a need for restructuring current
political set-ups and organizational structures, to put in place
infrastructures that would facilitate continuous innovation in ICT
solutions and advancement.

Effective integration of ICT in library services automatically
increases the capacity of public libraries to excel in their linkages,
collaborations, lobbying and fundraising strategies, through easy
access to online information. This will ultimately enable such
libraries to embrace synergistic culture as they will definitely
be affected by the power of ICT applications in bringing about
effective linkages, networking and sharing of information
resources.

Libraries as a bridge to narrow the knowledge-divide
phenomenon
Synergy-focused libraries with well established networks are in
the lead in narrowing the existing knowledge-divide in the world
today. Information and knowledge are crucial assets in today’s
global economy. Libraries are indeed the true gateways to this
information and knowledge. Nations in today’s modern world
therefore need to develop rich information-based institutions with
effective links to one another, to ensure that sufficient adequate
information is readily available, utilized effectively, shared
equitably and made accessible to those who need it, regardless
of their societal status. Such information and knowledge must
be available in all spheres of human development and include scientific information and discoveries, business and economic information, cultural and leisure information, and civic and political information.

In this information age there is now more than ever a need to equip citizens with the skills and means to become information literate, leading to the establishment of an information-driven and hence knowledge-based society. Public libraries are strategic in this drive, for they create and make available for access, information for holistic development, including democratic advances. This is the basis for enabling citizens to effectively participate in their socio-economic and political environment, by being able to make informed choices and rational decisions, thus minimizing the knowledge divide.

**Literacy as a basic tool for effective democratic advancement**

In today’s global information society, non-literate people are at a permanent socio-economic disadvantage. They are unsure of their rights and unable to fulfil their potential in the environment in which they live, nor in participating in their democratic rights. Public libraries create literate environments where people are surrounded by information and reading materials that support lifelong education for all categories of citizens in a community. Public libraries also facilitate research undertakings and provide support for other skills necessary for realizing socioeconomic potential and for effective participation in democratic advancement.

These strong literate environments require a thriving local publishing industry and other developed media industries, which help to ensure that citizens can get hold of locally created information materials, including those in local languages, and local information that reflects local culture, traditions and local governance. Indeed, this is where the concept of community-based libraries has an important role to play. With the majority of local communities still living in poverty, it is crucial not only to provide access for them, but also to ensure that the access is free and universal for all.
Montagnes observed a rather unfortunate scenario in place regarding the African continent. While it is commonly accepted that both public libraries and school libraries have a vital function in supporting schools and life-long learners to acquire, maintain and develop their literacy, most poor communities in Africa do not have access to a library, and those libraries that do exist are almost always poorly resourced. This greatly damages both life-long and formal education to many citizens in Africa. In his report on the availability of books and learning materials in Africa for all, Montagnes commented that:

…As the decade came to a close, school libraries were said to have the lowest or even non-existing priorities on budgetary allocations across the continent. The majority of schools have no library facilities and, where some semblance of a school library does exist, it is often no more than a few shelves of outdated and worn out materials at most or some few curriculum based text books enclosed in a cupboard in the headmaster’s / deputy headmaster’s office; with no qualified staff to provide the service, except one or two underdeveloped personnel.6

Promoting a culture of democratization through free access for all
Access to information is a basic human right. Article 9 of the Universal Declaration of Human Rights declares that “Everyone has the right… to seek, receive and impart information and ideas through any media.”

Access here implies that a particular information product will be readily available to the person who needs it. This access as a basic human right is further comprehensively articulated in the American Library Association Bill of Rights referred to above. The implication of this is that all citizens have free and equal access to

the information they need, to take control of their lives for self-development and self-reliance.

For citizens to participate constructively in government affairs, they need the right to access government information. The holdings of libraries, archives and other information centres which are funded directly or indirectly by the government, form a national public information resource, for which organizational structures and effective infrastructure must be put in place, so that these important national resources are accessible to all citizens regardless of their status in society. In particular, every citizen has an equal right to public library information services regardless of age, race, gender, language, disability, geographic location, social status, economic status and educational attainment.

A public library serves its community through the provision of access to knowledge, information and all other relevant information contained in documents. It does this by providing citizens with access to information materials in any format in order to meet the needs of individual and community holistic development. This positions public libraries as important role players in the development and maintenance of a democratic society by providing individuals with access to information, ideas and opinions. In addition, public libraries do have special responsibilities to monitor and analyze the changing democratic characteristics and trends of their communities, to meet the ever-changing information needs of an increasingly diverse society. To this end, public library institutions must ensure that they have policies in place to respond to such dynamic changes in the communities they are created to serve.

It may be helpful to re-emphasise at least three points as to why information should be available and accessible to all:

1. Information is essential for democracy building, assuming we want a democratic and open society that does not leave all decisions to politicians or the so called experts;
2. Availability and free access of information for all creates a competitive environment of scientific and innovative information needed for a healthy growth of our society; and
3. It is essential for education, whether this is education for jobs, leisure or life-long learning practices.

Stand-alone public library entities may not have the capacity, means or infrastructure to be able to make readily available all the developmental information needed by the citizens. This demands building of synergies with all relevant stakeholders, including government agencies, to fully access all the developmental information generated by government departments. In addition, the successful development and final passage of Kenya’s “proposed draft on Freedom of Information Bill 2008” requires consultative, lobbying and advocacy strategies that bring on board the contributions of all stakeholders and interested agencies, for its effectiveness to be realized in the citizen’s domain.

**Relevant development of human resources**

For library facilities to effectively contribute to the democratic process, including the provision of access for all, this paper calls for an urgent comprehensive review of the training curriculum for Kenya’s information workers. It is important to create in Kenya a critical mass of library and information professionals who have the knowledge, skills and commitment to offer innovative information services to the rural and the urban poor, as well as to the marginalized communities across the country.

This is a call for appropriate curricula and syllabi that not only create knowledge-based expertise in a print-based literate environment, but also for those with skills to harness indigenous knowledge bases and successfully integrate the latter with so-called modern knowledge databanks, to achieve appropriate development and sustainable economic development. In order to remain relevant in this competitive and dynamic society in which we live, such a review of training for librarians and other information professionals should also be applied to other areas of knowledge that have links with building synergy, including community needs assessment skills; advocacy, lobbying and
fundraising skills; indigenous information re-packaging and delivery skills; and participatory approaches to community development.

Partnerships and linkages initiatives is the way to go
As the effect of the world’s “global village” becomes a reality day by day even in young economies such as that of Kenya, libraries need to position themselves more than ever before to be leading players in this fast-tracking information society. The effects of political, social and economic challenges are becoming more similar across countries, and the agents of these interventions are spread across almost all the countries of the world.

This calls for libraries to strengthen their links, partnerships and networking initiatives across their communities and geographical borders, to establish benchmarks and embrace best practices for survival and effective participation in the democratization of their societies. Strengthening formal links and partnerships with other development agencies (both local and international), including effective networking with other organizations that have similar objectives, is the safe way to go if such libraries desire to be strategically positioned in their communities’ socio-economic and democratic advancement.

Such links with development agencies not only enable libraries to acquire and utilize the widest possible range of development information and literacy materials, but also offer mutual benefits to all partners as well as access to other resources (including funding) that are necessary to underpin specific interventions as outlined in library plans and strategies.

Linkages with government agencies
In today’s complex society, libraries that still ignore engaging with government departments and other related agencies in formalized cooperation and collaboration, may do this at the cost of being rendered irrelevant. Such engagement initiatives will enable libraries to effectively access government information products and provide the opportunity for these to be accessed by the rural and urban poor. The initiative will also uplift the corporate image of library institutions in government planning forums, so
that they finally establish a strategic position in government planning, implementation strategies and programmes.

Through this cordial relationship, governments in developing economies will finally realize the necessity to create and implement information policies that ensure that all sectors of society benefit from the full utilization of services provided by their libraries for the achievement of holistic development, including advancement in literacy and full democratic participation.

**Conclusion**

Libraries and other knowledge-based resource facilities are critical and strategic assets in the achievement of socio-economic and cultural development, the acquisition of literacy and the eradication of poverty. Overall this will enhance the process of democratization in societies and hence bring about good governance. The establishment of libraries and information centres that are rooted in the communities they serve is one way of ensuring that the poor and the marginalized have access to affordable information for rational decision making and democratization of their communities as well as assurance of opportunities for life-long learning. In addition, their children will also have access to relevant information materials to support their formal education.

To fully achieve the above goals, Kenyan libraries need to embrace a new paradigm shift, by formally establishing effective linkages, collaboration, networks and co-operation with other agencies, including external donors, government agencies, professional bodies (especially the Kenya Library Association), NGOs and local communities, for development and delivery of information services and products that target all community members regardless of their status in society.

The result of such synergy-focused library development would be to attain at least the following three milestones:

1. Coordinated advocacy and lobbying would result in recognition of the institution of the library by other sectors perceived as influential, including politicians. Hence
the status of the contribution of libraries to government development initiatives would be respected;
2. Networking, collaboration and co-operation among library entities including other relevant stakeholders: the quality and range of services and products would be enhanced and, in addition, the Kenya Library Association would be strengthened through the emergence of one forceful collective voice; and
3. the surprising emergence of favourable competition internationally through development of local professionalism, benchmarking and adherence to international standards.

Libraries in Kenya must think synergistically, and must focus on effective linkages. This is the only way to go in order to remain relevant.
Advocacy and lobbying for people-centred libraries

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What are advocacy and lobbying?

Advocacy is defined as a sustained effort by librarians and library associations to keep libraries and the work they do in the minds of the people who make the decisions that affect libraries. Issues in library advocacy include funding, accessibility for specialized groups, intellectual freedom, and preferential treatment given to libraries (compared to other sectors) amongst others.

Advocacy is to speak on behalf of, to positively argue on behalf of, another. It means communication, as an individual or group, with decision makers and others, in support of; or opposition to specific issues.

Lobbying is the art of influencing and informing an elected official or government on behalf of a special interest.

This can be as simple as making a phone call to your Legislator, to persuade him/her to vote a particular way for a Bill, or as complex as preparing a detailed proposal for assistance. Apart from librarians, library users, community members, friends of the Library, Library Committee and Board members can all be library advocates.

Reasons for advocacy and lobbying

- Things are not going well in the library sector: while libraries are integral units in a country’s welfare infrastructure, they are not immune to having their funding or programmes jeopardized by changing political environments;
- Libraries have always had to justify their existence to sponsors. They are not considered “essential” in comparison with other sectors like health, education and roads;
• Libraries are not a “flashy” issue in the political domain; expenditure is not high so they are not considered to be major players;
• Libraries are confronted with many problems; these are mainly due to the challenges posed by technological developments. There is a change in the information seeking behaviour and needs of users, and a visible shift in the library paradigm. There is a need for the constitutional upgrading of libraries and of the Internet;
• The role of librarians/library workers should be to support and promote the democratic rights of library workers in their endeavours to create, acquire, organize and disseminate information without interference;
• Library services are deteriorating; the poor state of libraries is due to lack of (or poor) funding. There are drastic budget cuts, yet the demand for library services is increasing. The capacity of libraries to offer meaningful services is undermined due to other competing interests for dwindling funds within government departments;
• The impact of economical fundamentals: public libraries have always been non-profit making service organizations and might remain so in the foreseeable future; therefore the merits or viability of libraries cannot be based solely on the annual balance sheet;
  • Libraries fit in with the economic plans of the market forces as well as cultural, social and psychological needs of the country;
  • The services that libraries provide create opportunities for education, employment, economic enterprise and cultural identity, and these are crucial in the evolution a prosperous and democratic society;
• The available funds are inadequate and unless library associations stand up, libraries will in future shut down their doors permanently, leaving information professionals jobless.
The conservative nature of librarians
Librarians seem to be less visible in the institutions they serve, in particular, and in society in general. The library profession may be as old as human civilization but librarians are still a rare species in the mainstream activities of modern society; generally speaking the voices of librarians are hardly audible; they are rarely heard in politics, business, sports, industry, education and culture. Instead we have clung to our nest in slumber; we hardly talk to people outside our profession, so there is little wonder most people hardly understand what we do except ourselves and yet we wonder why our libraries are not accorded high priority in planning and location of resources by our institutions.

An American Library Association (ALA) commentary reads “despite years of promoting library advocacy, the profession has failed to convince or even communicate to a number of Americans the idea that librarians are highly skilled professionals needed for, and capable of, leading them anywhere. The competency of librarians and the services they can do and perform are among the best secrets of our society”.

To change this image, librarians need to come out of the closet and comfort zone and talk to people outside the profession. We are not born librarians; we are librarians by nature of training, experience and inclination. We need to ask ourselves whether there is anything that we should examine about our profession so that we can position ourselves for advocacy and help rediscover our main mission; that of servicing society. Surely we have not reached the demise of our profession? There is still more we can offer; we have just started; let us therefore leave no stone unturned: there is a lot at stake.

Librarians sometimes face challenges from those who wish to advance their own agendas by misrepresenting their roles and missions. Organizations and individuals are attacked by conservatives, extremists, fanatics for “unorthodox” or “unpopular” points of view, and discredited for their position in support of free speech and access to information.
Elected leaders need to know about the issues facing libraries and the public they serve. When decisions are made concerning funding and laws affecting libraries, librarians must share their expertise with lawmakers to ensure informed decisions are made. Librarians are able to provide current, factual information on issues about which lawmakers may be making decisions: legislators appreciate this effort since some information may be difficult and time consuming for them to obtain.

Public libraries are primarily concerned with providing access to materials and the major challenge of future years will be to ensure vibrant library services in a digital age. Librarians need to be actively involved in issues such as lifelong learning, education, cultural promotion and services to special groups: all these important issues need to be discussed more extensively at a national level.

**Intellectual freedom:** libraries ensure freedom of speech, freedom to read, freedom to view and freedom of opinion, without interference. Libraries face constant challenges when access to information is restricted, for instance by censorship and the banning of books and newspapers by political groups who want to maintain an authoritarian status quo (though there has been some improvement in Kenya for example, by the repeal of Section 2A). Other restrictions may include filtering of internet access, blocking some sites (for example those with indecent materials) while also restricting access to legal and useful resources.

Most people like libraries, but sometimes they need to be reminded about the effectiveness of the library in the community.

Library issues, that have a political component, include the establishment of libraries; determining a portion of a ministerial budget; board representation; audit & annual reports; depository rules; resource sharing rules, and similar issues. Other issues, such as salaries and professional certification, among others, have roots in legislation and the need for libraries to penetrate the political domain thus becomes obvious.
It is important for people to know that libraries are the cornerstone of democracy; equipping a library is helping civilization to move forward. Libraries assist the public in locating a diversity of resources and in developing literacy skills necessary to make informed and responsible citizens who can participate in our democracy.

**Basics of advocacy**

- Library advocacy should be incorporated in the public library system’s mission, visions, goals and ongoing public relations programmes. Successful advocacy combines lobbying activities with marketing and public relations, and advocacy efforts should be directed towards major stakeholders, those with power in the community; rather than towards the general public.
- “Friends of the Library” who are “advocates” should be active in the community, understand the power structure and be connected to other local groups such as civic organization, and not necessarily paid staff of the library.

**Strategies for lobbying and advocacy**

**Librarians should**

- work with the Director and Board to implement a library system’s advocacy plan; this may imply the establishment of a Public Relations Office;
- identify supporters who understand the needs of the library service, and work with them to become effective advocates in the countries, towns, districts and constituencies that make up a regional library system;
- be members of and participate in local development committees and forums; volunteer as interested members of the community, to show support;
- talk to people about the important role the library plays for all in the community in the information age;
- attend, for example, “Budget Days” within Municipal or Town Councils;
- approach decision-makers in person, by telephone, by letter or e-mail asking for personal support for the library’s programme in the community and all library operations;
- view adequate funding as essential for library services and programmes;
maintain a strong grass roots support base for grass roots lobbying efforts, and work with the public the library serves throughout the year, compiling a list of supporters that the library can call on at crucial times;

be aware of the role of associations: librarians are brought together by a common language of information, a common community of library users and the common work of providing information freely. The association provides a forum and vehicle that allows the voice of librarians to be heard; the association creates a framework that enables libraries and librarians to increase their effectiveness in empowering the public to participate in a democratic society; and the association speaks out on behalf of librarians to promote the free flow of information;

invite elected leaders, politicians and charitable groups to take a tour of the library. Begin with a letter of invitation; and follow up with a phone call; keep the tour brief and informative;

always provide accurate information about the library; if unsure, tell a legislator that you will get back to him/her; then follow-up;

talk about library issues with other groups in the community, such as Rotarians, Lion Clubs and others. Librarians should take every opportunity to bring to the public eye the library and issues facing it;

be proactive not reactive;

use terms that can be easily understood by the audience;

use statistics in meaningful ways to show the value of what has been achieved, such as the usage of the facility;

use media advertising to send a positive message about the library; the message should be short, easily remembered and identified with your library system whenever it is heard or seen. News articles may be more effective than advertisements. Stories about real library beneficiaries are a very effective way to communicate;

send a strong positive message which will focus on efforts to promote the value of the library; the more often the same basic message is repeated, the more likely it is to be remembered;
• keep in mind the need for training and research in advocacy work through conferences, journals and other sources; and
• make use of professional lobbyists, interest groups, groups that have vested interests in promotion and survival of libraries and library related legislation.

Challenges to library advocacy
• Challenges to library advocacy include some factors that the library community can control; and some they cannot:
  • The community can control to a certain extent the timing of advocacy work (for example, electioneering and campaign times), and the extent to which dissent in the community is made public.
  • The library community can improve communication amongst its members and decide how to define its successes and failures.
Factors that cannot be controlled include:
  • The extent to which the library enjoys inclusion in government policies and programmes;
  • The degree of fatigue the community experiences when dealing with a particular issue for a long time.

Other challenges:
• Perceived expenses: marked by economic hardships and budgetary constraints;
• positions change over time (economically, politically and socially);
• working in the political arena: most policies are passed to benefit politicians at the expense of majority; “strength of the libraries lies precisely in the fact that it is powerless; that it cannot be integrated into political structures”;
• lack of professional lobbyists, advocates, marketers within the library profession;
• need for innovation: for example, publication of journals; sponsorship for various library events; special training opportunities such as Lawyers for Libraries Institutes to equip people to defend libraries;
• the apolitical nature of libraries: librarians have not always been willing to “get into politics” but now because their cause is just and their needs are urgent, librarians must
do exactly that, to convince everyone including library supporters, users, legislators, and leaders at all levels for library funding.

**When lobbying doesn’t work**
If lobbying efforts fail, remember there are two sides to every issue. Be willing to compromise and do not take a loss personally. Don’t burn any bridges; remember that issues, candidates and political climates change. “Try again” is a good lobbyist’s rule; one legislator may not support the library but another might have libraries as a major priority. The best advice for would-lobbyists is “Be informed and be involved”.

**Conclusion**
Librarians have done well by grouping themselves to form national and regional associations and therefore they need to stand and be counted. It is now time to start rebuilding by going back to the basics. The time has come to make a superhuman effort to respond to the call to create the saying “Glory must be sought after.”

The dreams of our society lie in the thrust of our type of advocacy. Active collaboration and a consortial approach should be followed; Libraries should never be looked down upon. The commendable work of World Bank and UNESCO is worth noting in this regard.

Since libraries serve all people irrespective of caste, creed, economic status and gender; they are well-suited to the process of the democratization of information. Emphasis should therefore be placed on legislating the library system by way of enacting library legislation and required constitutional amendments.
Lobbying and fund-raising strategies for libraries in Kenya

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With budgets for public services becoming tighter, libraries are being asked to develop new skills in marketing, fund-raising and lobbying in addition to the traditional skills required for information management. It is therefore important that libraries produce well considered strategies for fund-raising and lobbying if they have to survive in this era of information explosion and great competition. For libraries to be able to offer the services for which they are mandated, to ensure access of information to all, they need to lobby in order to have the support of all significant sectors.

Why is there the need to lobby and fund-raise for libraries?
Libraries are faced with many challenges in their endeavour to provide services. These challenges include

- poor or inadequate funding;
- poor infrastructure in terms of buildings, electricity, ICT and other resources;
- poor reading culture;
- inadequate and unqualified staff;
- low level capacity building;
- lack of political will for library development;
- absence of an overall coordinating body;
- no accurate and current data base;
- limited access to policy makers;
- little awareness of library values;
- competition for attracting funding;
- lack of strong lobby groups; and
- obsolete / non-existent legal frameworks.
What is lobbying?
Lobbying is the attempt to influence those who make policies, that is, the legislators. In this case, it means seeking to influence public officials (for instance the legislators) to support the endeavours of libraries by for example supporting or formulating policies that have a positive effect on libraries. In other words, lobbying means soliciting the support of influential persons for library development.

Why lobby?
- A person can make a difference through lobbying, and people working together can make a difference;
- Lobbying is a democratic tradition: the act of telling policy makers how to write or change laws is at the very heart of the democratic system. It is a better alternative than tyranny or revolution;
- Lobbying helps to develop real solutions: people thinking creatively and asking their elected officials for support can generate innovative solutions that overcome the root cause of a problem;
- Policy makers need librarians’ expertise: librarians know their problems at first hand, and what does and does not work, and thus can make problems real for policy-makers;
- Lobbying helps people. Everything that goes into lobbying, that is, the research, the strategy, the planning, the phone calls and visits, helps achieve the goal;
- The views of non-profit organisations are important;
- Most decisions are made locally and thus lobbying can have an immediate concrete impact on libraries;
- Lobbying advances the cause and builds public trust. Building public trust is essential and lobbying helps gain it by increasing organizational an institutional visibility;
- Lobbying creates awareness of library values.
Strategies (methods) for direct lobbying:
Direct contact by writing letters, sending emails, telephoning or sending delegates to legislators expressing the support required from them for libraries.

Lobbying methods without contacting legislators directly:
- writing letters to the editors of various media houses; talking with editors and reporters about the issues that need to be addressed;
- participating in radio call-in shows (“talk shows”);
- distributing action flyers, for example, distributing reform issues in public meetings and other strategic points;
- reaching out to other organizations to enlist their support in grass roots lobbying; campaign-legislators are more likely to listen to the voices of many than those of only one organization.

Steps for lobbying
- Identify specific goals: what is it that you want legislators to support?
- Identify the appropriate target: who are the people you intend to lobby?
- Decide on the method to employ when lobbying;
- Decide who should take what action within the organization. There is a theory about persuasion: people like listening to people who are more like them. Therefore, for example, people of influence in the organization should be used if the action is to approach legislators.

Principles of effective lobbying
- Be accurate;
- Be brief;
- Be clear;
- Know your opinion;
- Show those being lobbied how they win (that is, how they will benefit from changes to be made);
- See it from the point of view of those being lobbied;
- Follow-up with a thank you note; and
- Recognize and appreciate any effort made.
Fund-raising for libraries
Fund-raising for libraries is motivated by a desire to build better libraries and to improve service delivery to the customers. To succeed in fund-raising, a fund-raising strategy is necessary. This is a plan to establish the following:

- The purpose for which libraries are established, and what their main areas of work are;
- Fundraising needs and priorities;
- Costing;
- How it is intended to raise the money; and
- The way forward.

The mission must be set out, followed by the strategic aim:

- Show that plans are realistic;
- Show that the money raised can be managed;
- Show how the fund-raising will be monitored and evaluated; and
- Show a business plan.

Fund-raising strategy

- Develop a comprehensive long-term programme, broken into smaller sections in order to seek funding for each part of the programme from the same or different sources;
- Develop a diversified range of donors who might provide different amounts at different points of the programme or implementation of the project;
- Seek both local and international donors.

When fund-raising, it is important to note the following:

- There are many conditions imposed on funding provided by most donors that may restrict its use;
- It’s important to understand the need for such conditions by looking at them from the donor perspective;
- Ensure that needs have been clearly communicated: the “who”, “how”, “why” and “when”;
- Try to find a middle ground in negotiating with donors; meet their needs without sacrificing those of the library;
- It is important to develop clear professionalism among the staff members. Misdeeds and fraud taint a sector as a whole, creating mistrust and misunderstanding;
Fund-raising activities need skills and knowledge to be effective and successful;

It is easier to get money for one event than for sustaining long-term programmes; it is therefore necessary to develop new once-off specific programmes for fund-raising.

try to identify with donors by answering the following questions:
  - Why should the donor give you the money?
  - Do you have the funds you require?
  - Do you have a good programme that is unique, different and creative?
  - Have you leveraged local resources to supplement and enhance the funds you seek?
  - Are there good staff members and volunteer expertise to implement the programme being sourced?
  - Is the target community well identified and defined?
  - What gap is being filled?
  - Why do you want to work with this specific donor?

It is important, when sourcing donors, to identify those that support programmes similar to the one for which funding is being sourced.

Methods of fund-raising
  - Direct mail
  - On-line
  - Personal solicitation
  - Writing proposals
  - Holding fund-raising events like a fund raiser (Harambee), auction, dinner
  - Introducing money-making activities into the organization: secretarial services, photocopying services, hiring of equipment and buildings, introducing a small fee for service delivery and the like.

Sources of funds
  - Foundations
  - Corporate giving
  - Individual gifts
Special events
Government funding

Conclusion
It is my belief that if the above strategies for lobbying and fundraising were applied, libraries in Kenya would be considerably improved and would be able to offer better services to their customers as well as ensure free access to all, an aspect of libraries that would help to promote democracy.
LOBBying and Public Relations: Concepts for Libraries

Workshop at the Goethe-Centre/NaDS in cooperation with the Goethe-Institut Johannesburg

28 - 30.07.2008
### DAY ONE, 28.07.2008

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*Tea break*

Fund-raising and lobbying for NGOs: the Ombetja Yehinga Organisation, a Namibian Welfare Organization.  

*Dr Philippe Talavera, Director, OYO*

Discussion

*Lunch at Goethe-Centre*

Second Workshop Session: “Develop a Strategy for Greenwell Matongo”  

*Dr. Hannelore Vogt*

*Tea break*

Plenary session, discussion, results

“Getting it right! Successful Strategies for Public Libraries”  

“Libraries: Partners for Development” *Ms Ujala Satgoor*

Public Lecture, Goethe-Centre.  
In cooperation with the Namibian Information Workers Association, NIWA.
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University of Namibia:

“Getting it right! Successful strategies for public Libraries”, “Librarians are leaders! Developing leadership skills amongst new professionals“. Lecture by Dr Hannelore Vogt, and Ms Ujala Satgoor, In cooperation with the University of Namibia.
Notes on the programme:

1. Local presenters were selected in order to offer a wide variety of examples of public relations and lobbying work. Different sectors, such as government, NGOs and teaching institutions all have similar problems, but apply different means to achieve public relations and lobbying goals.

2. The aim of the workshop will be to produce a working paper on the concept of public relations and lobbying for libraries in Namibia. This concept will be presented at the regional presentations in Johannesburg at the end of the year 2008. Results will also be available in the Internet and in form of a brief publication.

3. By splitting the participants in two groups we hope to work effectively on both topics: one group will focus on public relations, one on lobbying. The visits to the public libraries in Windhoek should serve as case studies. Participants will work on concepts for this specific library (Day1) and from there develop a vision for an overall concept (Day2). The morning of Day 3 will be used to discuss the workshop outcomes and prepare to a draft paper on “Lobbying and public relations: concepts for libraries”.

4. The draft will be fine-tuned by the Goethe-Centre in cooperation with the NLIC and UNAM for presentation at the conference in Johannesburg in November 2008.

5. Both international guests will be asked to present public lectures at the Goethe-Centre (evening of 29 July 2008) and the University of Namibia (afternoon of the 30 August 2008). The invitation for the Public Lecture will be done jointly by Goethe-Centre and NIWA, and that for the lecture at UNAM by Goethe-Centre and UNAM.

*(OYO: the Ombetja Yehinga Organisation is a welfare organization created in December 2002. It aims at decreasing the impact of the HIV/AIDS pandemic among young people in the Kunene, Erongo and Khomas Regions. Using art as a medium to give relevant information about HIV/AIDS and related social issues, it specializes in creation of Information, Education and Communication materials by young people, for young people).*
Namibia Workshop Report: Executive summary

Guest speakers:
- The Honourable Minister of Education, Dr Nangolo Mbumba, represented by the Honourable Deputy Minister of Information and Communication Technology, Mr Raphael Dinyando;
- Dr Hannelore Vogt, Director Public Library Würzburg, Germany;
- Ms Ujala Satgoor, Deputy Director: Specialist Units Department of Library Services, University of Pretoria, South Africa;
- Professor Kingo Mchombu, Dean, Faculty of Humanities and Social Sciences, University of Namibia;
- Ms Trudy Geises, Project Coordinator, Windhoek Municipality;
- Ms Samra Aochamus, Lecturer, Department of Information and Communication Studies, University of Namibia;
- Dr Philippe Talavera, Director, OYO (The Ombetja Yehinga Organisation);
- The Honourable Stanley M. Simataa, Member of Parliament and Deputy Chairperson of the Namibian Library and Information Council NLIC.

Working Language: English

Introduction
A three-day workshop “Lobbying and public relations: concepts for libraries” was held between July 28th and July 30th at the Goethe-Centre/NaDS in Windhoek, Namibia. Six lecturers, from Germany, France, South Africa and Namibia, presented their work on lobbying, fundraising and public relations for libraries.

The presentations focused on following questions:
- What role does a librarian play, for and in the community?
- How can librarians find financial support?
- What can libraries do to attract more people to come to libraries?
- How can librarians emphasize their role in the community?
In addition to these presentations three workshop sessions were held, in which participants could apply their newly gained knowledge. A visit to Greenwell Matongo Public Library in Katutura, Windhoek, offered librarians the opportunity to see the modern development of a library.

Workshop participants
Participants were members of the Namibia Information Workers Association (NIWA), community library services and public libraries (in Windhoek as well as in the regions) and members of different government ministries.

First day (July 28th, 2008)

Opening
The workshop was opened with a warm welcome from Ms Christiane Schulte, Director of the Goethe-Centre/NaDS. She said she was grateful and happy to welcome participants coming from Windhoek and from the regions to take part at this important workshop. She was looking forward to three interesting and fruitful days of team work, during which new ideas and strategies to optimize and modernize the libraries of Namibia could be developed. This workshop should be seen as an opportunity for librarians to eventually improve their working conditions and working environment. Ms Schulte pointed out that this regional workshop, guided by the theme “Lobbying and public relations: concepts for libraries”, should set the pace for the hosting of a further, final summary conference to be held in South Africa, guided by the theme “Libraries as Gateways to Information & Democracy: improving networking, advocacy and lobbying strategies”. Ms Schulte informed participants that Namibia would also be represented at this conference, which would take place in November 2008. One Namibian representative would present the results of the Namibian workshop at the Johannesburg conference.

The Honourable Minister of Education, Dr Nangolo Mbumba, was represented by the Honourable Deputy Minister of Information and Communication Technology, Mr Raphael Dinyando. In the name of Minister Mbumba, Mr Dinyando welcomed the
participants and emphasized their role for society. He informed the international lecturers about Namibia’s “Vision 2030”, a plan that will change Namibia “into an innovative, knowledge-based society, supported by a dynamic, responsive and highly effective education and training system”. He confirmed the poor facilities and the missing equipment of Namibian libraries at present, but also spoke about his belief that this situation would change soon. Workshops like “Lobbying and public relations: concepts for libraries”, organized by the Goethe-Centre/NaDS, would be the first step into a brighter future, where politicians and librarians worked hand in hand in order to achieve a change in the system. The Hon. Mr Dinyando emphasized the importance of public relations, lobbying and fundraising, especially for librarians.

First presentation
The first presentation, “Getting it right! Successful strategies for public libraries”, was made by Dr Hannelore Vogt, Director, Public Library, Würzburg, Germany. By presenting her successfully managed library in Würzburg, she showed participants what was special about her working place.

The Public Library Würzburg has received a number of awards during the last years, including the BOP (Award for Online Innovation). Dr Vogt explained to participants why her library is so customer-orientated: satisfied customers relate their positive experience to three people, whereas dissatisfied customers tell 11 to 13 people about their negative experience. She recommended improving the staffing of libraries. Dr Vogt pointed out that every staff member plays an important role, and that librarians have the power to inspire people to read and learn at the same time. Training has to be seen as an important tool for staff satisfaction. There also have to be service improvements for the “external” customer, such as customer-oriented presentations, complaint-management and strategies for optimizing stock.

Dr Vogt referred to the advantages of the promotion of reading and lifelong learning. This can be seen as a modular concept for all ages, where knowledge transfer becomes the product. There should be different activities for different target groups. An example mentioned was “Babies need books”, a project where
mothers were invited to reading afternoons with their toddlers. The promotion of literacy and educational competency is an important issue.

Regarding electronic services and information provision, Dr Vogt recommended promoting information communication technology (ICT) applications in all libraries, and suggested innovative online technologies like an online reference service or e-government and personalized services.

Dr Vogt also gave examples of public relations and fundraising, suggesting following sponsors:

- School authorities, schools & pre-schools;
- Adult Education Centre, University of Würzburg;
- Institutions such as job centres, theatres, museums and the health department;
- Bookshops and publishing houses;
- Local newspapers and media;
- Red Cross, hospitals;
- Shops, cinemas, restaurants;
- Friends of the library and volunteers.

Dr Vogt claimed the image of the library was the essential factor for sponsoring and fundraising. Essentials for the image are competence, reliability, prestige and exclusiveness. The question was not “How can libraries get money?” but “How can libraries get others into their ideas and work?” Her credo is: Whatever you do to attract more clients, do the unusual! Do the unexpected!

Second presentation
The second presentation “Strength in partnerships: the way for libraries” was made by Ms Ujala Satgoor, Deputy Director of the Specialist Units Department of Library Services of the University of Pretoria, South Africa.

Ms Satgoor showed that the effectiveness of libraries in achieving their potential varies, depending on how connected they are to the needs and opportunities within a community. Working collaboratively opens up possibilities and makes services more effective. Partnerships enable libraries to share and conserve
resources, reach new audiences, and expand services and programmes.

She stated that librarians should be proud to be librarians. Their role for the nation is of enormous importance, since libraries are the key to knowledge and wisdom. Librarians should accept the role they are playing and see their role as leader/initiator. Ms Satgoor suggested that libraries are no longer a only place of books, but are becoming much more: public libraries are positioned to fuel not only new, but future economies because of their roles in building technology skills, entrepreneurial activity, and vibrant, liveable places. The combination of their stronger roles in economic development strategies, and their prevalence, makes public libraries stable and powerful tools for cities seeking to attract and build new businesses.

Library employment and career resources prepare people for work with new technologies. With an array of public computers, Internet access, and media products, public libraries are a first point of entry for many new technology users. Now that job readiness, search and application information are all online, library job and career services focus on using and building ICT skills.

Public library buildings are catalysts for physical development. Libraries are frequently local destinations. Urban Institute researchers repeatedly found that public libraries were highly regarded, and seen as contributing to stability, safety and quality of life in neighbourhoods. Among private sector developers of malls, commercial corridors, mixed-use developments and joint-use facilities, libraries are gaining recognition for other qualities: their ability to attract pedestrian traffic, provide long-term tenancy, and complement neighbouring retail and cultural destinations. Public libraries are logical partners for local economic development initiatives that focus on people and quality of life. They provide a broad range of information services to diverse constituencies. They are part of formal and informal community networks and initiatives that support education, jobs and careers, business and cultural activity, and civic pride.
The image of the public library and its integration into city planning has decisively enhanced the live of cities and villages. Sometimes they themselves are the driving force of profound change, especially in economically depressed areas. The creation of library services in rehabilitated buildings, or purpose-built libraries in many parts of the country, are projects driven by good architects who are advised by librarians. In this way the public library situates itself at the core of the local cultural policy.

Libraries are strengthening links between education and employment, as well as building workforce skills and participation. They are contributing training facilities and tailored instruction to a broad base of local residents. The combination of public access technology, enhanced workforce collections and training, and outreach partnerships, gives public libraries a unique position as resource to community-wide workforce development efforts.

Since at least the early 1990s, there has been a concerted move to provide separate services for youth. Many public libraries have provided no separate services for teens, expecting them to move between the children’s and adult reference departments as their needs dictated. By adopting youth development as an operating principle, public libraries can become part of an essential web of support for young people and their families. Librarians working in smaller libraries have to be open-minded, ready for new partnerships and cross-sector cooperation.

New technology makes possible new lifestyles: distance learning, teleworking from a rural holiday house, gathering versatile information about new livelihoods like organic farming. Library users expect to get full service in any library, whatever its size and location. Libraries are part of everyday life, and it is impossible or at least very unwise to ignore fundamental changes in lifestyle and attitudes. The Internet opened up totally new service possibilities for libraries in the nineties: now is time to ‘take the next tiger jump”, to open up to new thinking, more than anything else.
Third presentation

Professor Kingo Mchombu, Dean at the Faculty of Humanities and Social Sciences at the University of Namibia, gave a presentation on “Marketing public libraries in Namibia: a relationship marketing strategy”.

First, Professor Mchombu pointed out the differences between traditional marketing and relationship-marketing. He defined traditional marketing as an exchange process whereby individuals/groups exchange goods/services for items of value. Relationship-marketing can be defined as a process of establishing and maintaining long term relationship between providers of goods/services and customers or users. The difference can be described as follows:

- The traditional marketing focus is on individual transactions based on finding out customer needs and offering a relevant service;
- Relationship-marketing is also based on understanding users’ needs but not individual transactions.

Professor Mchombu explained that relationship-marketing is not based on individual transactions but on short and long term needs of users, changing services as users’ needs change, in order to keep them interested in the services offered.

Participants were introduced to following tools for relationship marketing:

- A user database, which shows user preferences, activities, tastes, likes, dislikes, and complaints; the user can be tracked and relevant information and information on relevant activities can be sent to the user (e.g. membership information);
- Customer valuation, which refers to the values given to customers as a basis for placing them in groups so that the public library can decide on groups in which to invest its efforts and where not;
- Customer retention measurements, working out numbers of users at the beginning of the year and finding out at the same time the following year who were still users of the public
library (e.g., growth from 80% to 90% shows the customer relationship is working, but if the retention rate is decreasing, corrective plans may have to be carried out);
- Other tools: suggestion boxes, frequent consultations, short questionnaires.

Professor Mchombu explained that relationship-marketing goes beyond traditional marketing, which uses the 4Ps (pricing, product, promotion and place), by embracing the whole process and not implementing elements in isolation. In relationship-marketing every employee has a marketing role because this form of marketing is the way the whole library deals with its user community. It takes traditional marketing as a starting point but builds on it and expands the marketing function to the whole library, and hence blends the two approaches, focusing on users and relationships rather than products and services.

Discussion
Participants asked themselves why their profession is a powerful profession in Namibia and came to the following conclusions:

- The profession is a custodian to information;
- librarians serve as the key to unlock minds of the nation at large;
- the profession enables access to information; and
- it is an information initiator profession.

Public libraries exist to serve the needs of their communities and this should also serve as a core value for all types of libraries; the public library should become a third place in the life of each individual, a place between work and home. Participants were encouraged to formulate partnerships with other relevant authorities and to consider budget constraints at all times. Meanwhile, the Ministry of Education should be forming partnerships with local government.

Participants also talked about the planning process and how to change the situation in their libraries. City managers should involve librarians more in the strategic planning process. Some participants suggested that library budgets should be drafted
together. A committee which examines how these budgets are best distributed should be formed. City and library goals are more attainable when they are aligned. The key stakeholders of the community should also be involved in the process.

Distance education was another aspect to be considered. Librarians should identify how many members of the community are studying in distance education systems.

The following elements of partnerships were mentioned by participants:
- Environment;
- Memberships;
- Process and structure;
- Communication;
- Purpose;
- Resource.

Participants focused on different aspects of marketing. It became obvious that public libraries have problems with marketing because of diverse target groups. There is difficulty in reaching a certain percentage of users. Public libraries are not strategically located and access is difficult. One contributing factor is that Namibia is a country without a reading culture, and the language of the literature available is also a problem/challenge for Namibia’s public libraries, since not everybody is fluent in English. A further problem for public libraries is that most information is in print and not in audio or visual media. Namibia has an oral culture; this should be considered as an important fact.

It was suggested that membership information in public libraries was one solution to encourage customers to return to their libraries. Advocacy is speaking about library needs and involves affected people at grassroots levels. The staff was encouraged to take the library to the people, and to make people aware of the existence of their libraries, through mobile libraries, book boxes and other relevant methods.
First workshop session
In the first workshop session participants discussed in groups the strength and weaknesses of their library system, doing a so called SWOT analysis (Strengths, Weaknesses, Opportunities and Threats).

Strengths of public libraries include:
- a central library management system (NLAS), which is well organized;
- Library and Archive Acts as legal frameworks are in place;
- Library Council (NLIC) as a legal framework is in place;
- library promotional activities;
- funding from central government;
- willingness of staff;
- marketing with little resources;
- Public Service charter;
- relationship between staff and community;
- capacity building;
- Namibia Information Workers Association (NIWA);
- better infrastructures.

Weaknesses of public libraries include
- no physical structures and facilities;
- staff not motivated: no training, one employee per library, low salaries;
- lack of regional support in some regions;
- government bureaucracy hampers situations;
- lack of policies and guidelines;
- poor security systems;
- lack of filling systems;
- no reading culture;
- opening hours not set according to users’ needs.

In addition there was discussion that a library curriculum should be introduced to schools. BIS was already in place but teachers were not trained in library issues. The literacy level of parents is also one of the core problems as some parents are not able to read and write.
Visit to Greenwell Matongo Community Library
In the late afternoon participants were taken to visit Greenwell Matongo Community library in Katutura/Windhoek. Librarians had the chance to look at the facilities and new equipment in the library. Greenwell Matongo is one of the most modern community libraries in Namibia. Twenty new computers will be installed soon and a new reading room area will open in the next weeks. The atmosphere of the facilities is very welcoming; the rooms are easily accessible and bright. This library can therefore be seen as a symbol for change and development of the old library system. Participants had the opportunity to familiarize themselves with Greenwell Matongo in order to find out how a marketing strategy could be developed.

Second day (July 29th, 2008)

Fourth presentation
The fourth presentation was given by Ms. Samra Aochamus, Lecturer in the Department of Information and Communication Studies at the University of Namibia. The topic of her presentation was “The practice of PR and corporate communications in organizations” and she gave participants some basic information about public relations in general, starting with the following quotation: “Public Relations is the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders”.

Ms Aochamus then introduced participants to the four-step public relation planning process. The first step is “Define the problem”; in this step the problem or concern should be discussed and the situation should be analyzed. The next step is “Planning and programming”; here the desired situation and the goals of the programme should become clear and it is important to identify the target group and the objectives. “Taking Action” is the third step of the planning process, in which action and communication tactics have to be developed, including the message content that must be communicated to achieve the outcome stated in the objectives. There should also be a programme implementation plan, stating the approximate costs, sequence of events and schedule. The last, fourth, step is “Evaluation”; evaluation plans
should answer questions on how outcomes would be specified in the programme goal and how objectives could be measured.

Ms Aochamus gave participants one practical example to clarify the four-step public relations planning process. Her example was “reaching out to young people”. She referred to the lack of interest in reading and, following her plan, showed participants various opportunities for attracting young people to come to the library. These are the outcomes of her practical example:

1. **Define the problem**
   - Not enough young people using the library or taking an interest in reading;
   - Library has to compete with many other activities that young people take part in. Library is seen in a negative way because it is related to school work and therefore not fun.

2. **Planning and programming**
   - The desired situation is for young people to feel that the library is a stimulating, “fun” environment, and that they would want to come and spend time there of their own free will.
   - Young people are those of primary and secondary school age;
   - Plan to increase awareness among young people of the facilities available to them in the library;
   - Plan to inform young people about the positive impact the library can have on their lives;
   - Plan to make the library an interesting and stimulating environment;
   - Plan to work closely with schools;
   - Plan to remind the community that the library is a place of opportunity, a place for education, self-help and lifelong learning.

3. **Taking action**
   - Create a young person’s area in the library with bright, fun colours, where noise will not bother other library users. Have furniture suitable for small children, display children’s books prominently in an open shelf arrangement. (Invite a
prominent member of society to officially open the area, invite media to cover event);

- Have educational activities for children to play with (quiet activities such as puzzles, drawing and colouring activities);
- Have an after-school club, a safe environment for children to spend time after school to do homework, with friendly staff to assist them; (Send press release)
- Daily after-school story hour: a staff member reads a story for children (send media release and invite journalist to attend one);
- Have school-holiday club to keep children occupied in the holidays;
- Have a reading festival, with prizes for children who read the most books; (Send press release)
- Produce a library newsletter for young people, which is distributed in schools;
- Visit schools to speak about library facilities and activities; highlight the types of resources available to children to help them with, for example, project work;
- Do television and radio interviews to promote activities;
- Write library/reading related articles, book reviews for youth papers, for example for The Namibian’s youth supplement;
- Have a book of the month and do themed activities around it, for example, Harry Potter: explore areas of magic, good against evil, dress-up competitions; (Send press release)
- Have a theme of the month, for example space and the planets, nutrition, sports or similar themes; have relevant books prominently displayed, and guest speakers; (Send press release)
- Have a Children’s Book Week dedicated to spreading the word about children’s literature and encouraging the joy of reading; (Send press release)
- Have a Young People’s Poetry Week to highlight poetry for children and young adults and encourage everyone to celebrate poetry by reading, writing, and enjoying it (Send press release).

Ms Aochamus suggested ways of using and communicating with the media. These may include leaflets, posters to promote activities, NBC TV/Radio for interviews to promote activities, press
releases to local and national newspapers to inform audience of upcoming events and encourage participation. She also offered some ideas on how to deal with the budget for such activities:

- Each activity needs a detailed budget. This allows sponsors to have a clear idea about how much money/resources they need to commit. The participants should make many activities annual events so that companies can commit to supporting them every year.
- School visits involve the cost of travel, production of leaflets, posters.
- An after-school club involves cost of supplies (puzzles, games, stationery), staffing costs, posters, leaflets, newspaper advertisements.
- Once a budget is finalized, approach corporate entities to sponsor events e.g. MTC sponsors the after-school club; Nedbank sponsors poetry week.

Fifth presentation
Dr Philippe Talavera, Director of OYO (The Ombetja Yehinga Organisation) gave his presentation on “Fund-raising and lobbying for NGOs: the Ombetja Yehinga Organisation, a Namibian welfare organization”.

Dr Talavera is an expert within the field of lobbying and public relations. He gave a brief summary about the Namibian NGO OYO, a social welfare organization founded in 2001. OYO tries to decrease the impact of HIV and Aids among young people in Namibia, primarily in the Kunene, Erongo and Khomas Regions. The organisation wants to achieve a decrease through using the arts to promote informed discussion about HIV and Aids, to create awareness of social issues, and to encourage behavioural change. OYO started with very small funding from different Namibian agencies and other organizations. In 2001, the first funding amount was N$ 30,000 and it has increased to N$1 million (2007). OYO started by printing 700 copies of their four-page magazines for stakeholders; now they print 14,000 copies of a 44-page magazine.
Dr Talavera spoke about his own experiences in the field of fund-raising and pointed out the most important facts one should consider:

- Have a good idea – think that idea through!
- Prepare a proposal and budget;
- Find out what organization may be interested in such a project;
- Start Small! Nobody will fund a million-dollar project without background;
- Build up a reputation! Succeed with your first project. Nobody funds for a second time a project that has failed;
- Gather as much information as you can to prepare a report. You need accurate information that is verifiable in your report (photos, evaluations, accounts of case studies and similar information);
- Prepare a good report, no matter how long it might take;
- Be transparent with your finances! Report every cent and avoid unclear invoices (get quotes, prepare order forms, have a good filing system, keep your finances up to date, invite the donors to come and verify your finances);
- Do not wait – be proactive. Approach donors/ embassies/ the private sector;
- Build up relationships -- if you succeed with your project and impress a donor, they are more likely to fund you again;
- Once you have reported successfully, ask the donor to write you a reference letter – other donors are more likely to support you if a donor has been happy with you;
- Be realistic with your budgets;
- Be realistic with your targets-- donors are impressed when you reach your targets so make sure those targets are realistic;
- Brainstorm your project -- find out the best and most efficient way to carry it out at the most effective cost;
- Approach more than one donor at once;
- Be careful with compromises. If a project cost N$ 50,000 and you get N$ 30,000 from a donor, can you realistically implement the project?
Discussion
After these presentations, participants had the opportunity to comment on the topics and to ask questions. One question was whether donors should support libraries with Namibian dollars or foreign currencies. The participants agreed that the currency used should depend on the country of origin of the funding agency. If dealing with a Namibian company, it is better to use Namibian dollars and if dealing with a foreign donor, it is better to use their currency. Participants were encouraged to carry out annual maintenance of products when they are lobbying for funding from donors.

One of the key topics in the discussion was building relationships with the donors. Participants were informed that a strong relationship is important so that donors can build up trust in the libraries. In case of two sponsors, librarians were advised to generally avoid conflicting sponsorship. Most donors prefer to be core sponsors of events and it is quite unusual to find two sponsors for one event.

The question of whether library staff should be allowed to lobby for libraries was also raised. Librarians with a governmental background said they could, but encouraged participants to form committees that would be responsible for financial and organizational matters.

Second workshop session
Participants listened to a brief presentation from Ms Trudy Geises about the Greenwell Matongo Community Library. Ms Geises told librarians about the marketing strategies of the library. She also presented a SWOT analysis, pointing out the strengths and weaknesses of Greenwell Matongo Library. Participants were later divided into three groups to develop a marketing plan for the Library. The following key areas should be given the most attention:

- Description of the project
- Strategic plan for the library
- Environmental analysis
- Segmentation
Demand
Customer decision making process
Market research, including primary and secondary information
Qualitative and quantitative methods
Objectives
The 4ps (pricing, product, promotion and place) of marketing

Third day (July 30th, 2008)

Third workshop session
The final workshop session dealt with the topic “Transfer into the bigger picture”. Participants had the opportunity to present their working group results and to find conclusions. There was also time allowed for a closing discussion. Possible advocacy and lobbying entities were discussed by librarians, and the following were identified:

- NIWA with parliamentarian and other stakeholders
- Ministry of Education and Information Technology Ministry
- Library and information council
- UNAM information department
- NLAS

It was pointed out that a number of the above entities were linked to government, and therefore they were to lobby by themselves. NIWA was discussed as the main entity which holds much mandate to lobby. Librarians were encouraged to become members of the association so that it would have more members and better representatives. Some participants remarked that not enough information was available about NIWA.

Non-committed librarians were encouraged to improve their careers. It was pointed out to them that they were the first supposed to know more about NIWA and the opportunities NIWA offers for each librarian. NIWA had only ten current members, three of which were institutional members.

June 2009 was selected as a campaign month for libraries all over the nation and a task force team was selected to work on
the programme for the following year’s campaign. Participants had already thought about a slogan for libraries, which should become a nation-wide slogan for all the libraries of Namibia.

Closing address
The workshop was officially closed by Mr Stanley Simataa, Deputy Chairperson of the Namibian Library and Information Council, NLIC. Mr Simataa stated that librarians must rise to the challenge and be proactive in devising ways that will continue to attract communities of different ages to Namibian libraries. Libraries must also meet the challenge of irrelevant and outdated library materials, and library establishments not in line with their clientele.

Having acknowledged the power of public relations in maximizing the potential of libraries, those engaged in library services should define what is inherent in this strategic function of public relations. Mr Simataa pointed out that, in his view, excellent library services, supported by a courteous and well-trained staff that meets the needs of library users are the heart and soul of any public relations effort. In addition, libraries should make concerted efforts that go beyond the confines of library doors, to encourage and entice users to come and use library facilities.

Libraries should be transformed into one-stop facilities where users’ information needs can be catered for all in one place. Mr. Simataa is fully aware that inadequate budgetary allocations and other economic imperatives often force libraries to do public relations activities without a professional public relations manager. Under these circumstances, it may make more sense to draw on existing goodwill by making use of the services of volunteers more often. Stakeholders must know, and be reminded, of the many benefits that functioning libraries can offer to the nation.

Libraries need to take advantage of the adage that “information is power”. They have a duty to rally to the support of the nation, to create functional libraries and to create conducive environments where the full benefits of these facilities can be maximized. In conclusion, Mr. Simataa underlined his hope that this workshop would lead to a change in the public relations and marketing system of Namibian libraries.
Opening Address delivered by the Honourable Minister of Education, Dr Nangolo Mbumba

Opening Remarks
Ladies and gentlemen, let me start by expressing my sincere gratitude to the Goethe-Centre of Namibia for extending an invitation and requesting me to give a word of welcome to the workshop participants. I am also noting with great pleasure the involvement of the Namibian Library and Information Services within my ministry, in partnering with the Goethe-Centre, the University of Namibia and the Namibian Information Workers Association in organizing this workshop.

Salutations
I wish to extend my warm welcome and greetings to our foreign delegates from Germany and South Africa who are here gracing this workshop as the resource persons. I hope you will treasure your visit to our country as our invited guests and further hope that you will have lasting memories of our beautiful and peaceful country.

Protocol also requires me to recognize and acknowledge the presence of the following distinguished guests:
- Her Excellency, Ms Ute König, Chargé d’Affaires German Embassy to Namibia;
- Honourable MP Elia Kaiyamo, Chairman, Namibia, Library & Information Council here in Namibia;
- Ms Christiane Schulte, Director, Goethe-Centre;
- Dr Hannelore Vogt, Director, Public Library Würzburg, Germany;
- Ms. Ujala Satgoor, Deputy Director: Specialist Units Department of Library Services, University of Pretoria;
- Ms. Veno Kuaria, Director, Directorate of Namibia Library and Archives Services, Namibia;
- Delegates from The Goethe Centre here in Windhoek, Namibia;
- Delegates from the University of Namibia;
- Delegates from the Namibian Information Workers Association;
- Invited information professionals;
Invited guests representing the Namibian Civic Society;
- Distinguished guests;
- Ladies and gentlemen.

Workshop background remarks
I am reliably informed that this current regional workshop which is guided by the theme: “Lobbying and public relations: concepts for Libraries”, should set the pace for the hosting of another conference, to be held in South Africa, which will be guided by the theme: “Libraries as Gateways to Information & Democracy: Improving Networking, Advocacy and Lobbying Strategies”.

The deliberations that will come out of this workshop will be documented and should chart the way forward for the drafting of a working paper on public relations and lobbying concepts that are to be adopted by libraries in Namibia. The concepts will then be presented at the regional conference that I earlier alluded to.

The main address
Libraries continue to play a vital and central role in shaping the education system of Namibia. The presence of libraries in our society has also benefited academia and students at various tertiary institutions.

The same is true in our workplaces where library influence has been felt. Politicians have not been spared as library beneficiaries and this most probably explains my presence at this gathering. Ladies and gentlemen I must caution you that the political orientation that I am going to give you as Namibia’s Minister of Education is largely based on information gathered from the library.

The scenario regarding the expected role that libraries should play in the development of Namibia’s education system is captured in part in Namibia’s Vision 2030 document. I will not go into details regarding this vision but for the benefit of our international guests I will make reference to some quotations from our vision which is of relevance to this workshop.
Namibia’s *Vision 2030* document challenges the nation to strive to transform itself “into an innovative, knowledge-based society, supported by a dynamic, responsive and highly effective education and training system”. However some of Namibia’s libraries are poorly equipped to play their vital role in the information age. For example very few offer Internet access. There is a shortage of qualified and experienced librarians. This regrettably may paint a pessimistic picture regarding the state of affairs in our libraries but I want to assure you that workshops such as this one and activities in the ETSIP are busy redressing the situation.

I am urging participants to come up with realistic solutions and strategies that will be put into practice to chart the way forward regarding fulfilling the workshop expectations. Delegates should tap into the knowledge of the resource persons and learn from it.

I also have to emphasize to our librarians that they should regard politicians as strategic partners in the lobbying and marketing of library services to stakeholders. Therefore there is a need to avail the recommendations that will come out of this workshop to our politicians for discussion in Parliament.

This is also a challenge to the Namibia Library and Archives Services to link the outcomes of the workshop with the national aspirations of Namibia as envisaged in *Vision 2030*, particularly with reference to the usage of information communication technology (ICTs) in our education system, where libraries are central key stakeholders with respect to information delivery using computers.

As you further deliberate on issues regarding lobbying and public relations in this workshop, I am also urging you to visit issues to do with forming strategic alliances as professionals for purposes of strengthening your linkages. With regard to lobbying and public relations, forming of strategic alliances is very vital. Therefore marketing libraries will drive your public relations with stakeholders.
Librarians should learn to be heard by policy makers and should not be left behind as events determining our education unfold. Therefore adopt a proactive attitude that is noticed and acknowledged by policy makers.

Lobbying and marketing are tools that you should use to safeguard the relevance of your services to clients that you are serving in your workplaces.

I am sure you are aware of the adage that says “the customer is always right”. This is a saying that borders on your work ethics. Customers expect you to add value in the way you deliver your services within your profession. Guided by the general principles of the Public Service Charter you are expected to render your services to clients courteously.

In conclusion new concepts such as lobbying, public relations, marketing and strategic networking alongside advocacy are the new tools that have now emerged to compel librarians to revisit their role in information repackaging in an attempt to remain relevant.

I hope our foreign delegates will spare time to visit some of Namibia’s resort places and other centres of historical significance that have shaped our culture.

I now declare this workshop officially opened.

I thank you.
Getting it right: Successful Strategies for Public Libraries
Best Practice - Würzburg Public Library, Germany
Dr Hannelore Vogt
hannelore.vogt@stadt-koeln.de

Awards: Benchmarking; Library of the Year 2003; Award for Online Innovation; Award for the Children's Library

Controlling & Benchmarking: Key data – operating figures,
Cities with more than 100,000 inhabitants

Mission, Vision, Goals & Strategy:
Focuses of our work:
- Customer orientation
- Reading promotion & lifelong learning
- Electronic services & information
- Top-class events & provision
- Public Relations

Image
Training – an important tool for staff satisfaction
Information – an important tool for staff satisfaction e.g. via Intranet
Discussion: Do you use more instruments for staff satisfaction?
The “external” customer - some service improvements; customer-oriented presentation
Customer orientated service improvements: WISH CARDS: 12 % of the annual acquisition budget

Library for Families
• Diaper changing room
• Children’s toilet

Complaint management - manual and online:
Question 1%; complaints 26%; praise 29%; suggestions 44%

Why Customer Orientation?
• Satisfied customers relate their positive experience to three people
• Dissatisfied customers tell eleven to thirteen people about their negative experience

Customer Orientation
Customer > Products > Staff – the internal customer
50 tips for customer orientation
Minigroup: Prioritize 5 tips

Recommendation: Improve staffing of libraries
The role of staff: staff plays a vital role for the image
Branding & image: every staff member contributes to the image

Vogt 2008
Checklist Mystery Shopping

External
Location: How can I reach the library? (On foot, by bike/car/public transport)
Corporate Identity: How consistently has it been implemented throughout the library?
Accessibility: What are the opening hours? What means of communication can be used, during and after opening hours?
Shelving and furnishings: Is the arrangement of counters, desks, shelves, info points, Internet access points, sofas, chairs, practical?
Presentation of media: Which kind of media are presented, and how are they presented?
Customer orientation system: Can the customer find his way around the library, and how can he find individual shelves?
Customer segments: What does the library offer these customers?

Internal
First impression: What is the customer’s first impression when he enters the library?

Vogt 2008

Acceptance: What image does the library have among the residents of Würzburg?
Atmosphere: How are the personal relations between a) staff and customers and b) among the staff members themselves?
Feel-good factor: What is done to make customers feel welcome and comfortable when they visit the library?
Customer advisory service: How are customer inquiries dealt with?
Solving conflicts: How are difficult situations handled?

Strategy for Optimizing the Stock: Portfolio-Analysis:
> Question marks
> Stars
> Cash Cows
> Poor Dogs

Demand

Vogt 2008
Customer service: libraries different in different places

- Singapore: a library in the shopping mall
- Boat library in Thailand or Bangladesh
- Camel library in Kenya
- Donkey library in Zimbabwe

Mobile equipment

The IFLA Caterpillar-Project: A folding box shelf system to transport books to isolated communities.

The design: The Caterpillar Book Box is a folding case, which is 1.8m high on castors for ease of movement, and the shelves accommodate approximately 100 books fuelled by a crate depot of approximately 500 books to replenish the stock in circulation.

More information: ianmstringer@googlemail.com
One laptop per child: 100-dollar laptop

Focuses of our work:
- Customer orientation
- Reading promotion & lifelong learning
- Electronic services & information
- Top-class events & provision
- Public Relations

Reading promotion & lifelong learning: a modular conception for all ages

Knowledge transfer is our product - and this is not visible -

Babies & Toddlers: BOOKSTART: Content of the starter package
Kindergarten: LIBRARY BAG

School: Promotion of literacy and educational competency
- Class reading – sorted by grades
- Theme boxes
- Guided tours for pupils, with special topics: Bookworm tour; Intergalactic tour; Detective tour; Spooky tour; Library rally
- Library Card for beginners
Flip the Bear – A writing project for children
Having fun - A NIGHT IN THE LIBRARY
Customer retention for kids: the stamp card

Teenagers
Public Library & Theatre: Theatre bag. Library is providing all sorts of media to a current play
SMS-Lyric-Contest or RAP-Workshop

Adults: LIFELONG LEARNING
- Studio: Study & Work : Basic Idea: Lifelong Learning
- Multimedia work & study desks
- Desks for study groups
- Up to date technical equipment
- Virtual study studio on the homepage
- Classes & programmes

Media with informative shelf marks / signatures:
- Business economics
- Application & career
- Learn & study

Training:
The Learning Studio for Adults: Training Modules

Module 1: Information & Knowledge
- PC-Basics
- How to use the mouse
- Information in the internet

Module 2: E-Life & Office Communication
- Digital Camera
- Blogs & Podcasts
- Scanner
- Second Life
- First steps in word

Module 3: Profession & Careers
- How to apply
- Job Interview

Module 4: Learning & Living
- Reading techniques
- How to learn
- Body Language

Senior Services
- Creative Writing
- Info-Café & Information booths
- Mobile Service
- Literature Café

Vogt 2008
Focuses of our work:
- Customer orientation
- Reading promotion & lifelong learning
- Electronic services & information
- Top-class events & provision
- Public Relations

Recommendation: Promote Information Communication Technology (ICT) applications in all libraries
- Innovative Online Technologies e.g. online reference service; e-Government and personalized services;
- Enrich your Catalogue – e.g: bookcover, links to additional information, directory, reservation, browser, virtual offers
- Database-Marketing: Info-Service

Web 2.0 and other developments
Definition: Web sites/tools which allow users to participate with others or by themselves – social networking
- Weblogs – webdiaries
- Second Life
- Book recommendations; e.g: amazon.com

Why should a library use something like Web 2.0
- Tells users that you welcome their bodies and their minds
- Easy to use – flexible
- Innovative – not your grandma’s library IMAGE!!
- Turns your library into a community centre but also connects with the world
- Gets people to share with each other, lets people be creative – MARKETING = participation & dialogue
- A library becomes their workshop, not only a place they go to pick up or drop off books

Vogt 2008
Virtual Public Library Würzburg: the e-Library
www.virtuelle-stadtbuecherei-wuerzburg.de

- all kinds of digital media
- on the internet
- easy access
- for registered library users
- for a predefined period of time
- downloading & borrowing

The virtual library in the look & feel of the library homepage
Bibliographic data enriched with:
- filesize
- infos about the format
- extract
- ranking
Borrowing handled by a “shopping cart”; download directly onto your pc

Focuses of our work:
- Customer orientation
- Reading promotion & lifelong learning
- Electronic services & information
- Top-class events, public relations and fund-raising

Literature Events, Corporate Design and Public Relations
Reading promotion with local VIPs in a “special” atmosphere and with special decoration

The Library in the Community: Collaborations & Partners
- School Authority, schools & pre-schools
- Adult Education Centre, University Würzburg
- Institutions – such as job centres, theatres, museums and health department
- Bookshops and publishing houses
- Local Newspaper and media
- Red Cross, hospitals
- Shops, cinema, restaurants
- Friends of the library and volunteers
- Your customers – complaint management, wish cards, focus groups

Vogt 2008
How to deal with Politicians & Public

- No complaints
- Good news
- Surprise your customer
- Define successful methods
- Present your normal work differently

Recommendation: Facilitate donation and sponsoring

Sponsoring and fund-raising:
The IMAGE of libraries is an essential factor for sponsoring and fund-raising

Essentials for the Image: • Competence• Reliability• Prestige• Exclusiveness

The Question isn’t: How can we get money?
But:
How can we get others into our ideas and work?

Donations & Sponsoring – Part of PR

What is sponsored?
- Reading events
- Magazines
- Books & other items
- Library cards
- Prizes & coupons
- Internet
- Technical equipment
- Furniture (chair campaign)

What else is sponsored?
- Adverts in the local newspaper
- Print of PR-materials (flyers etc.)
- Equipment and hardware by local stores
- Donation of prizes for tombolas and similar events.
- Commercials in/on buses
- Champagne, flowers,
- Practical help from firms, like painting the library
- Support with PR and marketing by specialists in companies

Vogt 2008
Unusual activities
Movie-Theatre Summer Activity – The Book Treasure
Schmöker-Göker - the “reading-chicken”

WE CAN DO IT!

Thank you for your attention!

hannelore.vogt@stadt.wuerzburg.de
www.stadtbuecherei-wuerzburg.de

Workshop Session 1, Monday, 28.07.2008. Duration: 1 hour

LOBBYING FOR THE LIBRARY

Please work in groups on the following topics
Presentation on Wednesday

Basics of Advocacy: • Power• Active Contribution• Good values• Develop Strategy

Often libraries are only associated with culture and education… Do NOT focus only on that!

We have roles in
• City planning
• Family policy
• Health
• Knowledge transfer
• Administration
• …
Politicians & Public
- No complaints!
- Produce good news
- Define successful methods
- Surprise – do unexpected things
- Present normal work differently

Groupwork: Summarize – which factors have an influence on the image of your library?
e.g: building, media coverage…
Work in groups and present the results!

Groupwork: Swot Analysis:
What are strengths – what are weaknesses of your libraries?
Work in 2 groups and present the results!

Groupwork: Lobbying, Advocacy and Fundraising
1. Legal Framework
What enabling legal frameworks exist for the development of libraries?
2. Lobbying, Advocacy & Fundraising
Discuss various effective strategies that have already been used to promote libraries (prioritize 3)
3. What challenges exist? Think about weaknesses…
4. Propose 3-5 strategies that libraries can use for effective advocacy.
Add concrete ideas what to do.
Each group works on the 4 topics and presents the results.

A campaign for mobilizing support to establish a “National Commission for Libraries” or a national library campaign.

SLOGAN: I read, I lead!
• Goals
• Targets and target audiences
• Key messages
• Strategies and tactics for getting the message out
• Timeline
• Who advocates on the top, local and grassroots level?
• Sponsors, partners, funding

Vogt 2008
Libraries: Partners for Development
Ujala Satgoor
University of Pretoria
ujala.satgoor@up.ac.za

NOTES:
Once considered quiet havens for study and research, modern public libraries are creating a new niche for themselves in community life. From bridging the digital divide to offering solutions to societal challenges, the public library has evolved into the essential “go to” facility for young and old alike – both physically and in cyberspace. How effective libraries are in achieving their potential varies depending on how connected they are to the needs and opportunities within a community.
Satgoor 2008

Partnerships - definition
A relationship in which people or organisations work together with equal status. (Dictionary of Library & Information Management)

NOTES:
Working collaboratively opens up possibilities and makes services more effective. Partnerships enable libraries to share and conserve resources, reach new audiences and expand services and programmes. Partnerships are very much project based, which identify and enable various stakeholders to engage towards a common goal.

Libraries as “the manifestation of democracy”.
As the most visible, physical symbol of a government’s civic presence, libraries provide free and open access to knowledge and services to all residents regardless of income, race, and/or age. They are a neutral, respected gateway to information, a safe “third place”—a space between work and home—with equal access for all community members.

Satgoor 2008
The Making Cities Stronger report, released in 2007 which is based on data from a national survey and case studies from nine sites across the USA, provides new insights into the economic impact of public libraries in American cities. The report highlights ways in which library programming in the areas of early literacy, employment services, and small business development, contribute to local economic development strategies. The study also identifies ways in which library construction is used to bolster place-based development in a wide variety of settings.

Commissioned by the Urban Libraries Council, the study was funded by the Bill and Melinda Gates Foundation and the Geraldine R. Dodge Foundation, this study looked at how public libraries contribute to the human dimension of economic development. In the process, researchers also uncovered more evidence of the important contributions public libraries make to strengthening places and community quality of life.

This report indicates that public libraries today are deeply involved with people, technology, and quality of life. Public libraries have tremendous reach geographically and virtually. Within the U.S. there are over 9,000 public libraries providing services in over 16,000 branch facilities and through the Web. Nearly every one of these locally-funded organizations offers collections and programs that support early literacy, workforce readiness and small businesses.
As such, they are an important and dynamic part of the community’s learning infrastructure which supports local economic development.

This study finds that the return on investment in public libraries not only benefits individuals, but also strengthens community capacity to address urgent issues relating to economic development. Public libraries are increasingly finding their “fit” in the formal and informal network of agencies, corporations, nonprofits, and community organizations working together to elevate levels of education and economic potential, making cities stronger.

The study concludes that public libraries are positioned to fuel not only new, but next economies because of their roles in building technology skills, entrepreneurial activity, and vibrant, liveable places.

The combination of stronger roles in economic development strategies and their prevalence make public libraries stable and powerful tools for cities seeking to attract and build new businesses.

**Partner for early literacy and school readiness**

- Early literacy, along with early numeracy, and building social-emotional competence, is seen by many researchers as a key strategy for developing school readiness in very young children.

Satgoor 2008

**NOTES:**

Early Literacy Services are contributing to long-term economic success. Libraries have long been recognized as one of the most important community institutions for adult and child literacy development.

As the strong correlation between investments in early literacy and long-term economic success is documented, public libraries are expanding beyond their traditional story time services, and engaging in high-impact strategies with community partners. They are leading public awareness campaigns, reaching new mothers with materials and resources that promote reading early and often. Extensive community-wide training on early literacy with home and professional child care givers is increasing levels of school readiness and success. These services are the first link in a chain of investments needed to build the educated workforce that ensures local competitiveness in the knowledge Economy.

Satgoor 2008
NOTES:
Why do we support libraries?
In Guatemala, where 46% of the population cannot read, educational opportunities are severely limited by a lack of access to books and other written material. Most towns and villages do not have libraries; neither do the public schools, which also do not supply any textbooks. Parents, many of whom earn the minimum wage of only $18 per week, simply cannot afford to buy books for their children.

Instructional methods in the public schools are limited to listening to the teacher and copying what is written on the blackboard. Many children simply do not learn to read and drop out of school after a few years. Many of those who do achieve some literacy begin losing it as they grow older. Only 10% attend school past sixth grade. As adults, most of these children are limited to doing manual labour - when they can find it.

The addition of libraries in towns and schools makes a big impact on this problem. Students use the facilities in great numbers to do homework, look up something in the encyclopaedia, or check out a book to read at home.

2001
Probigua received a $250,000 award. The award allowed Probigua to:
- Create five more computer training centres
- Equip 25 public libraries with computers
- Provide free computer training for the public

From the city of Antigua to remote villages, Probigua’s public library network is offering the people of Guatemala access to books and digital information. In a country with few government-supported public libraries in rural communities, these libraries are important sources of free access to information (http://www.probigua.org)

Biblioteca del Congreso, Argentina received a $250,000 award. The award allowed the Biblioteca to:
- Establish two mobile libraries
- Provide computer and Internet access to Buenos Aires’s poorest neighbourhoods
- Update and expand its 24-hour public computer centre http://www.bcnbib.gov.ar/
Partner for building workforce participation

- Library employment and career resources are preparing workers with new technologies. Strategies for Workforce Development
  - Creating Job Information Centres
  - Expanding access to technology and technical training
  - Providing targeted employment outreach
  - Adult Literacy training and community support centres

Partner for Small Business Support

- Small Business resources and programmes are lowering barriers to market entry. Strategies for Small Business support
  - on-demand business information through online business resources
  - integrating business support services
  - business basics workshops
  - programme partnerships with local business support agencies

NOTES

- Library employment and career resources are preparing workers with new technologies. With an array of public computers, Internet access, and media products, public libraries are a first point of entry for many new technology users. Now that job readiness, search and application information are all online, library job and career services focus on using and building technology skills.
- Libraries are strengthening links between education and employment, as well as building workforce skills and participation. They are contributing training facilities and tailored instruction to a broad base of local residents. The combination of public access technology, enhanced workforce collections and training, and outreach partnerships gives public libraries a unique position as a resource to community-wide workforce development efforts.
- By consolidating resources in job information centres, broadening literacy training, expanding access to technology, and conducting targeted outreach to diverse population groups and technology “have nots,” public libraries are providing valuable support to building local workforce strength and resilience.
- Small business resources and programmes are lowering barriers to market entry.
• Public libraries offer small business owners and entrepreneurs a wealth of information resources including industry data, statistics and trends, legal indices, local and state regulations and reports, government documents, industry-specific newspapers and journals, company reports and company data. Libraries are the source for new online business databases that reach entrepreneurs around the clock. With the rapid increase in business-related information, librarians are adopting new roles as intermediaries between the business information consumer and an expanding myriad of information and data sources.

• Researchers find that when libraries work with local and state agencies to provide business development workshops and research, market entry costs to prospective and existing small businesses are reduced and new jobs are created. Libraries are also in the vanguard of trying new strategies. In Phoenix (AZ), for example, the public library is part of a state-wide network of business, economic development and library professionals who are seeking to expand and diversify the economic base by promoting more synergy among clusters of enterprises.

2005
Shidhulai Swanirvar Sangstha, a Bangladesh organization, received the 2005 Access to Learning Award for its innovative use of boats to deliver education and technology to isolated communities in flood-prone regions.

The area is deeply conservative, which means that many parents are reluctant to send their daughters to schools far away from their homes. Through the boat programme, girls now can attend school because their parents and guardians can still keep an eye on them. Seventy percent of the users of the boat programme are women. Since they account for half the population in Bangladesh, “there’s no way we can move forward without empowering our womenfolk (http://www.shidhulai.org)

NOTES:
The program, which served about 86,500 families in 2004, covers a radius of 240 kilometres of rivers, streams, and wetlands in northern Bangladesh. The integrated program, which includes a boat library, boat school, and mobile Internet boat unit equipped with computers, mobile phones, multimedia projectors, books and other information resources, has raised hopes in Singra and adjoining areas.
Rural Education and Development (READ) Nepal received the 2006 Access to Learning Award for its innovative approach to building and sustaining village libraries. Free access to books and information technology is advancing learning and literacy in the country’s underserved, rural population.

The libraries also serve as social hubs for child care, medical assistance, literacy training, women’s discussion groups, AIDS awareness programs, and farming and animal husbandry workshops. These vital social services are provided through READ partnerships with Nepali social welfare providers and university libraries, Nepal National Library, Asia Foundation, and the United Nations Educational, Scientific and Cultural Organization (UNESCO). (http://www.readglobal.org/)

NOTES:
At the heart of READ’s success is a model that ensures a sponsoring village conceives and nurtures each new library. The process begins when a community learns about READ (often by word of mouth) and submits a proposal. To foster strong local commitment, the community
Partners for Urban Design

- **Public library buildings are catalysts for physical development.**
  - Public library facilities are versatile, attractive components in a wide variety of developments – downtown, residential, mixed-use, commercial, and joint-use service sites.
  - Public libraries in mixed-use and residential developments contribute to safety and quality of life.
  - Long term tenancy of public libraries reduces some of the financial risk associated with building mixed-used developments.
  - Public libraries attract foot traffic and can serve the anchor tenant function in commercial areas without directly competing with local businesses.

**NOTES:**
Public library buildings are catalysts for physical development. Libraries are frequented local destinations. Urban Institute researchers repeatedly found that public libraries are highly regarded and are seen as contributing to stability, safety and quality of life in neighbourhoods. Among private sector developers of malls, commercial corridors, mixed-use developments and joint-use facilities, libraries are gaining recognition for other qualities – their ability to attract tremendous foot traffic.

Satgoor 2008
Library resources, services and facilities leverage and expand other local agencies’ capacity and expertise. Public libraries are unique, open institutions, where people have access to information, technology and training on an as-needed basis. With digital information and greater outreach, libraries are transforming the way they interact with the public. They are becoming much more proactive and collaborative, contributing in a variety of ways to stronger local economic development conditions.

Library leaders and private developers across the country are beginning to notice distinct advantages to incorporating public libraries into mixed use, retail and residential areas. Joint-use facilities that combine public libraries with other community amenities are becoming more common in cities and towns across the country.

When voters in local governments are asked to support referenda for libraries, the appeal is rarely supported by a discussion of the potential economic development contributions the library can provide. Integrating libraries into different types of developments keeps resources and services visible and accessible, and the amenity value of public libraries high.

Public libraries are logical partners for local economic development initiatives that focus on people and quality of life. They provide a broad range of information services to diverse constituencies. They are part of formal and informal community networks and initiatives that support education, jobs and careers, business and cultural activity and civic pride.

Satgoor 2008
Integration in city planning

- Creation of libraries as “public paradises.”
- Recommendations to the Council of Europe
- Catalysts for change
  - Rehabilitation of buildings
  - Purpose built libraries in specific areas
  - Combine library functions with other cultural and civil buildings for example an auditorium, an art gallery, a municipal archive, etc.

NOTES:
- The development of multiple functionalities is forcibly reflected in a new design of the interior spaces, which small and big European public libraries now are undertaking. A special conference in the Netherlands was dedicated to the creation of libraries as ‘public paradises’. Recommendations made to the Council of Europe and authorities include:
  - facilitating investment and maintenance of indispensable infrastructure and innovations for public information and library services from adequate buildings.

Satgoor 2008

• supporting the inclusion of public libraries as important public spaces in new city planning and development;
• supporting the inclusion of citizens’ consultation (also by children and young people) in the building process of public libraries;
• promoting that library services are included in basic services in rural areas.
• The image of the public library and its integration in the city planning has decisively enhanced the live of cities and villages. Sometimes they are themselves the driving force of a profound change especially in economically depressed areas. The creation of library services in rehabilitated buildings or purpose built libraries in many parts of the country. These projects are driven by good architects who are advised by librarians. In this way the Public Library situates itself at the core of the local cultural policy.

Satgoor 2008
Cultural Partner

- All citizens have a right to culture and information. The State has to ensure the execution of these rights’, 1987 (Law 111/87, 11 March 1987)
- Portuguese Institute for the Book and Libraries (IPLB),

‘In view of the network of public libraries which still demonstrates gaps, to develop well-coordinated programmes, projects and actions in order to contribute to a cultural reorganisation of the country, while diminishing the regional differences, illiteracy and cultural exclusion.’

Law (90/97, 19 April 1997)

NOTES:

- Public Libraries are possibly the last cultural public space available to all without distinction. It is a public meeting and community space, where identity roots are sought and the future is accessed: nowadays the public library is actually an open window to the world.

Satgoor 2008

- Establishing modern public libraries in Portugal started about 15 years ago. The national government acknowledged its role in guaranteeing effective conditions for information services, by creating a Portuguese Institute for the Book and Libraries (IPLB), and stating that ‘the re-dynamisation of channels of diffusion (e.g. libraries and bookshops) should also address those audiences which lived remote from books and reading.'
of Indigenous Australians – expressed in hundreds of languages and dialects – are now disappearing.

Connecting Past to Present in 2004, NTL launched a new program that has transformed 13 of these existing libraries into vibrant community centres for sharing knowledge. Through this model, known as the Libraries and Knowledge Centres programme, NTL has trained and equipped local library staff to help indigenous people build digital archives of their culture.

Meaningful uses for the digitised materials are discovered every day. The experience can be deeply personal.

McGill tells the story of a bereaved family from Wadeye, about 150 miles southwest of Darwin. The Nganbe family’s clan totem is the yam flower, and age-old cultural practice called for them to return to their traditional homeland to collect the flower for a funeral. Without a car, that would mean a two-day walk that was neither practical nor possible. Instead, the Nganbes copied a digital image of the flower from their local “Our Story” database, screen-printed it onto t-shirts at the local art centre, and wore the shirts at the funeral.
By adopting youth development as an operating principle, public libraries can become part of an essential web of support for young people and their families.

- Most youth participation programs are aimed primarily at acquiring information from teens about the books, popular music, and programs they want at their libraries. The desired outcome was better collections and more relevant programs and services. However, librarians are now understanding that teens, who were active participants as planners and advisors, also acquired certain developmental skills. Where public libraries have worked with community partners and with the targeted low-income teens themselves to develop service programs consisting of challenging activities and opportunities for young people, the following six basic developmental outcomes were supported.

- There is a marked increase in the weakening of informal community supports that were once available to young people. A new direction in public policy that would place children and adolescents at the centre of community life, where they can engage meaningfully with caring adults and develop the values, knowledge, and skills necessary to become healthy adults.

Satgoor 2008
Now is time to take the next tiger jump, to open up to new thinking, anything is possible…

NOTES:

- Librarians working in smaller libraries have to be open-minded, ready for new partnerships and cross-sector cooperation.
- New technology makes possible new lifestyles; distance learning, teleworking from the rural summer house, gathering versatile information about new livelihoods like organic farming. Library users expect to get full service in any library, whatever its size and location.
- Web 2.0 is emerging, and there are already librarians busy with producing Wikipedia material, writing blogs and pondering should the library catalogues be included in the MySpace library.
- Libraries are part of everyday life, fundamental changes in lifestyle and attitudes are impossible - or at least very unwise - to ignore. Internet opened up totally new service possibilities for libraries in the nineties, now is time to take the next tiger jump, to open up to new thinking, more than anything else.

Satgoor 2008
Marketing of Public Libraries in Namibia: a relationship-marketing strategy
Kingo Mchombu
kmchombu@unam.na

Lecture objectives

State the difference between traditional marketing and relationship marketing
- Describe the tools for relationship-marketing
- State the advantages of relationship-marketing to Namibian Public Libraries
- Marketing can be defined as an exchange process whereby individuals/groups exchange goods/services for items of value
- Relationship-marketing can be defined as a process of establishing and maintaining long term relationship between providers of goods/services and customers or users
- How do these two differ? i) Traditional marketing focus is on individual transaction based on finding out customer needs and offering a relevant service ii) relationship-marketing is also based on understanding users.

Tools for Relationship-Marketing (RM)
- RM not based on individual transactions but both short and long term needs of users – meaning changing services as users needs changes in order to keep them interested in the services offered

Mchombu 2008
Advantages of Relationship-Marketing

- Relationship marketing goes beyond traditional marketing which uses the 4Ps (pricing, product, promotion and place, i.e. the marketing mix) by embracing the whole process and not implementing the elements in isolation. RM is a cross functional approach
- Places focus on users and relationships rather than products and services
- In relationship-marketing, every employee has a marketing role because RM is the way the whole library deals with its user community/ies
- RM takes traditional marketing as the starting point but builds on it and expands the marketing function in the whole library – hence one can blend the two approaches

Tools for RM:

- User database – which shows user preferences, activities, tastes, likes, dislikes, and complaints. The user can be tracked and relevant information and information on relevant activities sent to her/him (membership info)
- Customer valuation – refers to the values given to customers as a basis for putting them in groups so that the Public Library can decide in which groups to invest its efforts and where they should not invest efforts
- Customer retention measurements – working out the number of users at the beginning of the year and finding out, at the same time the following year, who are still users of the public library: e.g., growth from 80% to 90% shows customer relationship is working but if the retention rate is decreasing corrective plans may have to be carried out; (reasons for dropping out?)
- Other tools: suggestion boxes, frequent consultations, short questionnaires

Mchombu 2008
GOETHE CENTRE VISIT TO GREENWELL MATONGO (GM) COMMUNITY LIBRARY

Trudy Geises
trg@windhoekcc.org.na

City of Windhoek Vision
The City of Windhoek commits itself to make Windhoek a vibrant, economic and technological centre of excellence in Africa in order to enhance the quality of life of all its people

City of Windhoek Mission
The City of Windhoek is committed to: render affordable, efficient and effective services to our customers through the optimal use of resources, technology and sound financial and environmental practices

GM Community Library Objectives
• Bring services of information to the grassroots level and to bridge the digital divide
• Improve library and information services for the use of Katutura residents
• Strengthen the administration of the library services and the professional skills of the personnel.
• Increase, enhance and strengthen the cooperation with other sectors such as UNAM/Min. Education

Geises 2008
GM Library Background Information

Research Outcome
- Reasons for poor utilization determined
- Promotion and marketing identified
- Needs responsive outreach programs identified
- Partnership strengthening identified
- Staff capacity building needs identified

GM Library Promotion (2007)

Sensitization Week: Workshop Fun Day; Official Launch; Excursion trip for children; Research Dissemination Seminar; Story-telling Sessions; Reading Sessions.

Electronic Media promotions (Radio Talks, Talk of the Nation, Tuu Popeyeni)

Printed Media promotions

Marketing & Promotion Material: Brochures Key holders Pens Rulers T-shirts Caps Bookmarks

GM Library 2008 Activity/Plans

- Research
- Monitoring & Evaluation
- Partnership strengthening
- Stakeholder Consultation meeting
  - Community Development Panel Discussion
  - Motivational Talks (Community leaders CEO)

- Library promotion & Marketing
  - Story Telling (Prominent leaders)
  - Exhibitions (Local artist)
  - Leadership training, Parenting skills training
  - Study tips and Career guidance
  - Material (T-Shirts, pens, rulers, bookmarks etc)

- Staff Capacity Building
  - In-service training
  - Student placement
  - Mentorship program
• **Outreach Program**
  - Reading & Story telling clubs
  - Baking, Cooking, Embroidery, Leatherwork etc.
  - Drama/Plays/Performances
  - Health Talks (Personal, environmental, substance abuse, HIV/AIDS)

• **Quality Service Provision**
  - Relevant material (Book selection etc.)
  - Creating conducive environment

---

**Way Forward**

- Monitoring & evaluation
- Research
- Partnership strengthening
- Marketing policy, strategies and plans in place and implemented
- Staff capacity building
- Computer training smooth running

“We never know how far reaching something we may think, say or do today will affect the lives of millions tomorrow.”

(Barlett Joshua Palmer)

Thank you!
Fund-raising and lobbying for NGOs: the Ombetja Yehinga Organisation, a Namibian welfare organization

Philippe Talavera, PhD
Director, OYO

talavera@africaonline.com.na
Ombetja Yehinga Organisation, commonly called OYO, is a Namibian nongovernmental, social welfare organization (WO199)

Mission: to decrease the impact of HIV and AIDS among young people in Namibia, primarily in the Kunene, Erongo and Khomas Regions: using the arts to promote informed discussion about HIV and AIDS, create awareness of social issues, and encourage behavioural change

Who do we work with?
• School learners, ages 10-18 (Grades 4-2)
• Out-of-school-youth, ages 15-24
• Adults working with young people, including teachers, school managers and youth workers
• Students at UNAM

Where do we work?
Programmes we offer:
• Working with youth
  • AIDS Awareness Clubs and out of school youth groups
  • OYO youth magazine, OYO, young latest and cool
  • Regional and national tours of OYO youth groups
  • Special events

Talavera 2008
• **Working with teachers**
• **Special projects**
  • Films
  • Theatre productions
  • Music projects (CDs)
  • Photography and visual arts

**Lobbying and Fundraising**
• Time consuming
• Frustrating!
• BUT NEVER GIVE UP!

**Theory**
• How to start? The theory is simple!
• Have a good idea – think that idea through (often it is useful to discuss it with someone else to try and think about all that is needed to bring the project into existence)
• Prepare a proposal and budget
• Find out what organisation is interested/ may be interested in such a project

**Reality**
• Start SMALL! Nobody will fund a million dollar project if they don’t know you. First OYO project in 2001 was for N$ 30,000.00
• Build up a reputation! SUCCCEED with your first project. Nobody funds for the second time a project that has failed. Even if you have to put your own money, extra hours, and do the work of 10 people at once to make sure the project is a success, do it! Do not find excuses – SUCCCEED!
• Gather as much information along the way as you can. Remember: you’ll need to prepare a report. You therefore need ACCURATE information that is VERIFIABLE in your report. Nobody will fund you again if your report is “fishy”, unclear, doubtful and you have no clear indicators. Take photos, ask participants to report, write down case studies, etc. Make sure you have material you can use when you report.
• Prepare a GOOD report. It doesn’t matter how many hours you need to put in, just do it.
• Be transparent with your finances! Report every cent and avoid unclear invoices. Play by the rules – get quotes, prepare order forms, have a good filing system, keep your finances up to date, invite the donors to come and verify your finances. If you can afford an external

Talavera 2008
Be realistic with your targets – don’t promise you’ll reach the moon if you can’t reach it! Donors are impressed when you reach your targets so make sure those targets are realistic.

- Do not wait – be pro-active. Approach donors/ embassies/ private sector. On average one proposal out of 20 is accepted (with regard to money) and one out of 10 (with contribution in kind). So you’ll fail, you’ll have proposals rejected and you’ll often think you’re wasting your time, but it’s part of the game.
- Build up relationships – if you succeed with your project and impress a donor, they are more likely to fund you again and you’ll know the type of project they are interested in, so you’ll have more chance to succeed.

Lobbying and fundraising
- Once you’ve reported successfully ask the donor to write you a reference letter – other donors are more likely to support you if a donor has been happy with you.
- Be realistic with your budgets – do not underestimate cost (because then you’ll make your life difficult) but do not over-estimate it either. Remember that donors don’t like to pay salaries, expensive accommodation or DSA/ S&T and costs that are difficult to trace.

Talavera 2008

- Be realistic with compromises. If a project cost N$ 50,000 and you get N$ 30,000 from a donor, can you realistically make it happen? Can you still get good results? How will you handle the situation? Sometimes it’s better to say NO than to shoot oneself in the foot. However sometimes one can re-think the project and make it work.

Talavera 2008
Conclusion

- Fundraising and lobbying are difficult tasks – that’s why there are professional fundraisers!
- Yet it is not impossible to do. It requires work, energy, commitment and to be perseverant.
- It gets easier as one gets good results so invest a lot of time and effort at the beginning – it’s worth it!

ANY QUESTIONS???
Alignment for the Customer:
From product orientation to market orientation

Definition
Marketing is the planning, organization, implementation and control of all library activities, putting the main focus on customer satisfaction to reach the library’s clearly defined goals.

Market-Focused Management
Market Segmentation
From the marketing point of view it’s possible that the alleged strength of the public library – its readiness to offer extensive services for everybody - is its greatest weakness. The attempt to offer everything for everybody can’t be successful – a clearly defined profile is necessary.
Systematic planning and decision-making processes

Marketing as a management tool: Analysis; Planning; Implementation; Control

Phases of the Marketing-Management Process
- Internal and external analysis/research
- Segmentation, targeting, positioning
- Strategic and operational planning
- Planning of the marketing instruments and the marketing mix
- Implementation phase
- Marketing control

Development of vision, mission, goals and strategies
- Vision
- Mission
- General goals
- Strategic goals
- Short-term plans

1. Analysis
   Market or external analysis
   - Demand
   - Non-user
   - Competition
   - Surrounding
   Internal analysis
   - Strengths/weaknesses
   - Image

2. Planning Phase
   Strategic marketing planning
   Goal correction and establishing of the marketing goals
   Identifying market segments and market position
   Formulation of the marketing strategy
   Specification of the marketing measures

3. Implementation
   Decision about the marketing instruments -- the 7 Ps of service marketing:
   - Product
   - Place
   - Promotion
   - Price
   - Process
   - Physical Evidence
   - People
Product politics
Which programmes should we develop?

Price and condition politics
What might our offers cost – tangible and intangible?

Distribution politics/place
How can we reach people with our offers?

Communication politics/promotion
How do we announce our programmes?

Service politics
Which services do we need today?

Customer orientation

Exercise: Worksheets - Handouts
Please develop a Marketing Plan for Greenwell Matongo. Use the worksheet; you can work in groups of 2 persons if you prefer this.

Vogt 2008
LIBRARIES AS GATEWAYS TO INFORMATION & DEMOCRACY: IMPROVING NETWORKING, ADVOCACY AND LOBBYING STRATEGIES

Final Conference at the Goethe-Institut, Johannesburg, South Africa

26 - 27.11.2008
Day One, 26.11.2008

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Day Two, 27.11.2008

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<td>Rachel More, LIASA President</td>
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South Africa Full Report

On 26 and 27 November 2008, the Goethe-Institut Johannesburg hosted the final conference of a series of workshops held in five sub-Saharan African countries on the same theme: *Libraries as gateways to information & democracy: improving networking, advocacy and lobbying strategies*. The workshops and the final conference focused on libraries and their crucial role for access to information and democratic development, and on how to raise awareness for this role in society and politics through networking, advocacy and lobbying. The workshops were held in Ghana, Kenya, Namibia, Nigeria and Togo in the first half of 2008, through collaboration between the Goethe-Institut and the respective national library associations or national library agencies.

The final conference was convened by the Goethe-Institut Johannesburg, in partnership with the Africa Section of the International Federation of Library Associations and Institutions (IFLA) and the Library and Information Association of South Africa (LIASA). The aim of the conference was to present and discuss the outcomes of the workshops in five countries and to develop an action plan for lobbying and advocacy at the national and regional level.

The conference, attended by 40 participants, was divided into three parts. The first part dealt with the status quo (Where are we with regard to the role of libraries and lobbying for libraries? In South Africa? In the sub-Saharan African region?) In the second part we discussed our vision of where we wanted to be, and the third part focused on the way forward on lobbying for stronger libraries.

On the first day, one speaker from South Africa and one from the United States, presented their thoughts on lobbying and advocacy, and defined and gave examples of challenges and successful strategies of lobbying for libraries.

Clare Walker, Deputy University Librarian of the University of the Witwatersrand, started her presentation by giving various definitions on lobbying, i.e. lobbying as “hanging around with
“lobbying as the process through which citizens seek to persuade elected officials to a particular course of action”. She referred to the current IFLA president Claudia Lux and the motto of her presidency, “Putting libraries on the agenda” which is exactly what lobbying for libraries means. She gave an overview of lobbying activities by LIASA since its inception in the nineties and concluded with the following plea: “Be persuasive, professional and persistent. Make sure libraries are on your agenda at all times and make this a lifelong professional commitment” – as such, lobbying is to be viewed as a long term effort.

In a similar fashion, Anne Johnson, Information Resource Officer for Southern Africa, United States Embassy, Pretoria, introduced her presentation on library advocacy from the US perspective with a definition of advocacy as “turning passive support into educated action by stakeholders”. She gave a comprehensive insight into the advocacy activities of the American Library Association (ALA). The ALA Office of Library Advocacy coordinates all the ALA institutions dealing with advocacy issues, such as the Chapter Relations Office, the Government Relations Office in Washington and the Public Information Office. Specific advocacy initiatives include the “@your library campaign”, the grassroots-oriented campaign “I love libraries”, and the provision of advocacy handbooks and toolkits on the ALA web pages. Advocacy is everybody’s job is also emphasised by Camilla Alire, the incoming ALA president. On her online platform, she highlights the need for advocacy at grassroots level, that is training for front-line staff. Anne Johnson concluded with examples of creative advocacy campaigns by libraries in the US: for example, a library-sponsored contest for a bumper sticker for bicycles, and cooperation with Major League Baseball to promote libraries.

Rebecca Senyolo from the University of the Witwatersrand led the question and answer session, in which it was argued that we also have to consider lobbying ethics and the danger of corruption in lobbying and fundraising activities. Lobbying not only happens at the level of national and provincial associations, but also at the institutional level, through each library. It is important that all staff members are involved: they need to be informed about the
institution’s planning and strategic processes, so that they can represent their institution effectively on whatever level they work. In addition, lobbying efforts should not be too abstract; humanising the library was recommended, by telling readers’ stories, using photos of celebrities and similar activities. Emphasis was also placed on the fact that lobbying is not a once-off exercise, but an on-going process.

In the following session, representatives from the workshops which were held in the five sub-Saharan African countries presented the outcomes of their respective seminars.

In Ghana, networking between librarians, partnerships with other stakeholders, and library association governance were the three main subjects. In Kenya, emphasis was put on free access to information for all citizens: library fees should be abolished and libraries should be “one stop shops”. In Nigeria, one of the outcomes was a proposal that libraries should do something extraordinary to attract attention, for example, “explosive” statements to the media. In Namibia, the focus was on the imperative of closing the gap between the haves and have-nots and the contribution of libraries in closing the digital divide. In Togo, absence of library policies was found to be one of the challenges; one main task is to promote the profession through lobbying and partnerships. In summary, the presentations of the workshop outcomes showed that the countries of Africa experience similar problems in the LIS sector.

Challenges and possible solutions were addressed in the group sessions that followed; ideas about the role libraries should play were discussed, as well as ways in which effective lobbying and advocacy strategies can be put into practice. Charlie Molepo from Universal Knowledge Software (UKS) led the presentations of the group sessions’ outcomes, which centred on the following issues:

- Better representation of the LIS sector through an improved legislative framework and through the establishment of regulatory and accreditation bodies like a National Council for Library and Information Services (as in South Africa) or a Council for Library Registration (as in Nigeria);
- Improving media connections and PR;
- Establishing special lobbying groups within the library associations;
- More training on lobbying techniques (seminars, toolkits and so on) for librarians on all levels; establishing public-private partnerships and fundraising activities;
- Focusing on school libraries which predominantly find themselves in sub-standard conditions and are, as a result, in a state of despair;
- Improving communication with clients through Web 2.0 tools;
- Putting together a database of success stories in lobbying and advocacy.

On the second day of the conference Professor Archie Dick from the University of Pretoria gave an overview of the purpose and the recent status of the “Library and Information Services Transformation Charter”. This charter is one component of a larger programme that has been driven very strongly by the South African Minister of Arts and Culture, Dr Pallo Jordan. It aims to align the LIS sector with the spirit and values enshrined in the Constitution of the Republic of South Africa and its Bill of Rights, and to address national imperatives such as equity, social and economic development, social cohesion and poverty eradication. The Charter process is characterised as being consensus-driven: public consultations were held in each province, where librarians, stakeholders and user groups from the larger cultural sector – including museums and archives – discussed issues, obstacles and solutions. The hearings have already proved to be successful opportunities for lobbying on a local level: in the Western Cape and in Pretoria, the planned closing of small libraries has been prevented and in the Northern Cape, the publication of a book on local history in the local dialect was achieved through librarians’ pressure. On 5 December 2008, a national summit will be held, where the draft of the “Transformation Charter” will be presented and discussed. Although the Charter represents an intentional paper rather than practical guidelines, it will create a sound basis for further activities, such as legislation and standardisation of library structures and services.
After this input, Lindile Nhlapo from University of South Africa (UNISA) summed up the outcomes of the first day of the conference and introduced the next step – the way forward. On the basis of two subjects that had been raised on the first conference day, two groups were formed. The first discussed ideas dealing with the Fifa (soccer) 2010 World Cup and the second group focused on how to implement a council for library registration / accreditation.

Group One presented a set of ideas on ways of using the FIFA 2010 World Cup for lobbying, advocacy and eventually fund-raising for libraries, and also as a starting point for collaborating with sport institutions on an ongoing basis. It was proposed that libraries should

- arrange interactive displays to promote soccer and sports in general;
- arrange public viewing in libraries (free of charge);
- promote programmes and events, give information to interested people and tourists;
- provide internet access for advertising space at games;
- display banners;
- print posters of soccer stars, have them signed and then auction these as part of fund-raising activities;
- establish partnerships that will be the basis for ongoing fundraising opportunities;
- send proposals to IFLA Africa Region on having a poster on libraries & soccer for all African countries.

Group Two was led by Victoria Okojie of the Nigerian Library Association, who explained how the Library Registration Council (LRC) in Nigeria was brought into existence. The group discussed which of these strategies could be implemented in other African countries as well and came up with the following:

Steps to setting up a LRC include:
1. determining who is a librarian;
2. determining which skills and standards of knowledge are required for one to be a librarian;
3. registering qualified librarians;
4. maintaining discipline.

A selection of further suggestions:
- The lack of funds to implement a LRC despite lobbying activities could be addressed by acquiring a loan from the library association plus selling registration forms;
- Government to appoint the registrar and staff to deal with registration;
- Clarity is needed as to which Minister would be responsible for the LRC in order to avoid being moved from one department to the next;
- LRC to emphasise and manage continuing professional education for librarians;
- Librarians must be motivated to register.

Before the final session of the conference, Lindile Nhlapo presented a summary of her conversation with the South African Department of Arts and Culture on the subject of lobbying for libraries. This showed that much has been achieved and that the conditional grant was especially the result of activities in lobbying for libraries.

Finally, the conference decisions and outcomes were summarised. The following list illustrates the way forward, towards more effective lobbying and networking:

1. A Position Paper aimed at placing libraries in sub-Saharan Africa on the agenda of national and regional policies, by explaining the role of libraries in the eradication of illiteracy and poverty, and in contributing to democracy and wider participation. This paper will be compiled by a team led by Ujala Satgoor from University of Pretoria; the team will engage with regional organisations such as the SADC (Southern African Development Community), ECOWAS (Economic Community of West African States) and NEPAD (New Partnership for Africa’s Development).

2. Fifa World Cup 2010 library activities in Africa: posters of celebrities to be put up in libraries; 2010 Local Organising Committee (LOC) and Fifa to be approached. This is seen not only as a fundraising opportunity, but also as an opportunity
to establish long-term relationships with sports organisations, addressing young people and their needs and presenting African libraries to the world.

3. Legislative frameworks for libraries and professionalisation through the accreditation of library degrees and the registration of librarians.

4. Capacity-building through training programmes on advocacy and lobbying, as well as the training needs in different African countries, i.e. creating a toolkit on lobbying/advocacy.

5. Establishment of lobbying and advocacy committees in library associations so that the position of lobbying as an on-going process is consolidated and maintained.

6. Improvement of communication amongst librarians, through websites, newsletters about advocacy, achievements, projects and challenges.

7. Creating a database of success stories in the field of lobbying; and compiling progress reports so that all are informed, as well as promoting the role of managers and staff as advocates. The Goethe-Institut will provide the conference papers and outcomes on its web page, but the IFLA Africa Section should be the main platform for all activities.

8. Improve collaboration with the media; professionalisation of PR activities; awards for journalists reporting on the LIS sector.

9. Fund-raising for libraries

10. Lobbying for increased state budgets

11. Donations

12. Fund-raising initiatives, e.g. 2010 project

In conclusion, Rachel More, president of LIASA, gave a comprehensive summary of the two days of intensive exchanges and constructive cooperation. She said:

It is exciting that we leave this conference with a position paper to assist us with lobbying and advocacy. We thus leave this conference with new and powerful lobbying, advocacy and networking strategies. We also leave this conference with extended and expanded network circles because we have indeed built connections here.
We leave this conference with identified joint projects to take us forward – indeed the conference opened up new opportunities for us and ways of collaborating and cooperating.
Thoughts on lobbying for libraries in a South African context

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Abstract:
These “thoughts” include a consideration of the origins of the term “lobbying” and its present usage, together with related concepts of advocacy, marketing and networking as the means to focus attention of relevant political players of influence on libraries, as agents for democracy and for human and social development. The challenge of where and how the proactive librarian should start the lobbying process is considered, as are ethical considerations and maintaining a positive balance without overkill! The librarian needs to understand the political process, in both the broad and narrow sense, and become a politician in her/his own field of interest and influence. Very few people outside libraries grasp the social and political importance of the place our institutions may create in underpinning democracy. By lobbying successfully, the librarian in South Africa (and in Africa) may contribute to the transformation of a community, a nation and a continent.

Introduction
Director of the Goethe-Institut, Johannesburg: Dr Katharina von Ruckteschell-Katte; LIASA President Rachel More; Representative of the IFLA Africa Region Standing Committee Victoria Okojie; Ulla Wester, Goethe Institut librarian, mastermind behind this programme; colleagues:

I was asked to speak at this conference because I walked past a room very close to my office in Wits library, and there were Ulla, Lindi and Rebecca, sitting planning this programme, and there I was, looking forward to a month’s long leave … and now here I am, giving you my thoughts on lobbying for libraries in a South African context!
Naturally, you will know that the President of IFLA, Claudia Lux, closely associated of course with the Goethe-Institut, has summed it all up with her presidential programme Libraries on the agenda. Please do regularly visit her programme on Google and keep up with what she is saying and urging us to implement. Let me quote to you from her acceptance speech at the end of the 2007 IFLA World Library and Information Congress in Durban last year:

The topic I have chosen as the focal point for the term of my IFLA presidency, is to enable us all, in as many ways as possible, to place libraries on the agenda!

Whose agenda? The agendas of our governments at state, regional and local level, the agendas of our leading politicians as a facette [sic] of all of their decisions, the agenda of our cultural, economic, and educational institutions, the agenda of our sponsors and donors, the agenda of the institutions in which we serve and in the minds of our constituency down to the individual users, beneficiaries of our outreach services, and even the non-users!

This entails achieving a heightened degree of awareness of the value, services and resources represented by the individual libraries all over the world. It means enhancing the image of the library as a powerful instrument for education for all, for lifelong learning, for freedom of access to information at all levels, for diminishing the digital divide, for the information society in action, for maintaining the ideals of democracy and social equity, and many other desirable values needed to make the world a better place.
Libraries have strong and impressive values to share.¹

**What is lobbying?**

Lobby (noun):
Any one of several large halls in the [British] Houses of Parliament in which MPs may meet members of the public.

A group of people seeking to influence politicians or public officials on a particular issue [eg. The anti-VAT on books lobby]

Lobby (verb): to seek to influence a politician or public official on an issue.

Originally meaning a covered walkway, *lobia / lobium*; the verb comes from the practice of frequenting the lobby of a house of legislature to influence its members into supporting a cause.²

“Hanging out with politicians” is as good a way as any of describing this – but with a purpose beyond being seen on the social pages of the newspaper (it is essentially *networking*).

The ALA Washington Office, in the ALA’s ‘s *Intellectual Freedom Manual* describes lobbying as a “process through which citizens [my underlining] seek to persuade elected officials to a particular course of action – the most effective way for citizens to express opinions and interest in particular causes to elected representatives.”³

Note how this US definition stresses the democratic process and the rights of citizens; moreover, such elected officials have websites where a citizen can address them by sending an email.

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Incidentally, searching for “lobbying”, I found the e-version of the *Intellectual Freedom Manual* on Google Books - and I discovered that in South Africa the price of intellectual freedom, like the price of books generally, is very high: this excellent Manual costs $57 from the ALA and if you convert its cost at $60 and the USD at R10, the total should be around R600; it will however cost you over R1000 to order it online from a local supplier – almost a 200% mark up.

Other overlapping/related concepts people use are advocacy, public relations, marketing, networking and even fund-raising. “Advocacy” is most frequently used as an alternative term to “lobbying”, in South Africa by LIASA, and in the United States:

Advocacy: public support for, or recommendation of, a particular cause or policy
Originally, to call/summon to one’s aid. But the only concept that is explicitly political in its reference is “lobbying”.

LIASA and advocacy
In 1998 the USIS and LIASA jointly brought to South Africa a past president of the ALA, Mary Somerville, and she toured South Africa facilitating two-day workshops on “library advocacy” in many centres. The intention was that a significantly large group of diverse people attending the workshops would become “advocacy agents” to develop a Library Advocacy Network in South Africa, which was to be launched at the LIASA national conference in 1999.

Reporting on this and other LIASA strategies in 2003 at IFLA in Berlin, Ellen Tise (then LIASA President) indicated that the LIASA 2003-2005 Business Plan included engaging in advocacy and lobbying programmes at national and regional level. Unfortunately there is no ongoing report of these activities available on the web, and I do not recall specific and consolidated reporting on lobbying and advocacy at any recent LIASA conferences. [Perhaps Rachel

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More as the LIASA president will raise the profile of this group once again.

An article in the *Sunday Times* newspaper of 22nd June 2003 describing libraries standing unused, had caused a member of LIASA to ask a very penetrating complex question:

What strategies does LIASA, as the professional body representing Librarianship as a whole in South Africa, have in place to lobby government – both national and provincial – to address this situation regarding libraries in our country? Are there any meetings with relevant ministers scheduled, proposals drawn up to present to the relevant parliamentary committees, etc? What are we all doing as Librarians, about this situation, and what is our professional association, LIASA doing about it? And how can we help?

Ellen Tise indicated in response that LIASA had identified key strategies and goals in 1999-2000. Some progress had, by 2003, been made on the following:

[Strategies 3 & 4]
- Zero-rating on books, magazines and other information media of educational value, for purposes of VAT.
- Ensure that the library community and, specifically LIASA as its representative body, is fully consulted by the government in all discussions and initiatives relating to the provision of information, including the national virtual library, multipurpose community centres and others.

[Goals 6, 7, 8, 9]
- The need to lobby politicians, who do not view libraries as a priority. This is understandable among new politicians who did not have access to libraries during the apartheid years.
- The need for an advocacy campaign to highlight the role of libraries and access to information in reconstruction and development.
- The need to be proactive about legislation that is affecting library and information services.
• The need to support the public library sector in particular because of its unclear position in national, provincial and local government structures.

In reporting on the subsequent consolidation of these strategic initiatives into three strategic objectives on which to focus with key projects and activities in 2003-2005, Ellen Tise said further that:

Strategic objective 3 focuses on the critical success factor of communications, marketing and advocacy which represents one of the most important group of activities supported, developed and coordinated by the National Office and the staff, in close cooperation with the relevant LIASA office bearers and structures. Specific projects to improve communication and image-building include the publication of an association handbook, initiation of an annual lecture series and a directory of LIS.5

However, nothing more explicit is said about lobbying or advocacy as such.

In the following year, 2004, the long-awaited National Advisory Council on Libraries and Information Services, NCLIS, took up its first term of office and perhaps has been seen, particularly now in its second term, as the pre-eminent lobbying voice of the profession, since it resides in the Ministry of Arts and Culture, and its ex officio members include both the President of LIASA and the Director of the National Library of South Africa (NLSA). It is, however, too easy a South African characteristic to assume that “they” will and should speak for “us”. Already there are loud voices of concern regarding the extremely complex management of the conditional grant to community libraries, and tomorrow at this conference we will be hearing from Professor Archie Dick on the Library Transformation Charter, a product initiated within the first NCLIS, as a lobbying tool.

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Here by way of contrast is a voice from an “ordinary” LIASA member at the LIASA conference in 2004. Esther Mnisi, then a self-styled “junior” Assistant Librarian for Social Sciences at the University of the North (now University of Limpopo) spoke of the importance of involving all library staff in the lobbying and advocacy process, specifically in the matter of library funding:

In order for Libraries to get their share of the cake, they will have to convince politicians, policy-makers, local governments, and university managers that they are worth it.

The question arises whether everyone on your library staff can safely say that they are worth it. In other words, can they advocate the library cause, and do they have enough information at their disposal to do so successfully? Before we get more funding, we are going to have to advocate ourselves. We cannot expect politicians, local governments, library board members, and library friends and supporters to replace us. Getting the politically influential people on the advocacy boat is extremely essential. There is no arguing against this fact. What is just as essential however is for every library staff member to get on board. Everyone needs to be a library advocate, because this will broaden the base of awareness and support for libraries.

Historically, in South Africa it has been the practice to leave junior and non-professional library staff behind when it comes to library issues that go beyond their routine work. The result has been that this group did not get involved in the little bit of library advocacy and lobbying that was going on. This was left to library management.

In South Africa, the vehicle through which junior and non-professional staff could launch their library advocacy and lobbying campaigns need not only be trade unions, but can be LIASA. At the University of the North, LIASA has gone a long way in recruiting junior
and non-professional staff members to its ranks. I stand here as a testimony to this fact. This is a step in the right direction, but there remains room for improvement. LIASA must actively rally junior and non-professional staff to join its ranks and get involved in its activities, which of course includes library advocacy and lobbying.

Library managers must start empowering junior and non-professional staff by encouraging, supporting, and funding their involvement in activities that go beyond their routine library work. They must start seeing their employees as valuable stakeholders in the library. They must bring junior and non-professional library staff on board when it comes to library advocacy and lobbying. Bringing this group on board will also imply bringing them into the boardroom. Junior and non-professional library staff cannot be expected to campaign on issues if they are not involved in the planning that takes place in your library. They cannot be expected to lobby for funds when they do not know how money is currently being spent. Thus, library managers may have to transform their management styles for the sake of the library...

LIASA needs to play a pivotal role in training its members in advocacy and lobbying. The current national and provincial executives must be commended for the training workshops that they organized on library advocacy. More such training events must be arranged by LIASA. The organization can draw on the expertise that exists within its ranks or import expertise. LIASA must avoid leaving junior and non-professional staff behind in such training. In so doing, it will be limiting its own muscle power.6

Any director of library services, particularly community and public libraries, knows that “political” literacy is essential. Directors

have to talk to local city councillors and other officials, metro
departmental heads, provincial MECs, national MPs, committee
members at all levels and legislators. A detailed understanding of
and familiarity with, the decision making, financial and legislative
processes at all levels of government is essential.

Within academic libraries, politics that affect the library are
mostly, though not exclusively, internal. Knowledge of executive
portfolios and processes, where the power lies and who has the
most influence, is critical. An understanding of the broader social
and legislative contexts is a necessity.

The same applies to the corporate or NGO world, where the
librarian’s first line of political awareness must be of key players
and critical corporate issues, who the decision makers are and
how the budget is prepared.

Preparation and information are critical features of the lobbying
process. Politicians, legislators and other people of position and
influence, whatever their level of government, are usually bound
by tight schedules. While chance encounters at social events
are often excellent opportunities to make first connections, it
is necessary to move on to formal meetings to lobby for library
matters.

The ALA’s Intellectual Freedom Manual, in the chapter on “Lobbying
for intellectual freedom” referred to above, offers comprehensive
guidelines for the librarian preparing to lobby legislators and
politicians at all levels. For a South African, however, it is also a
cause for envy to read that, in the opinion of the authors, “for many
years the library community in the US has enjoyed productive
working relationships with members of Congress on both sides”
and that “Just about everyone loves libraries, and members of
Congress will often share stories of their childhood experiences
in public and school libraries. Most members also understand how
valuable libraries are to their communities [author’s italics]”.

For librarians in South Africa, one of the greatest obstacles to
library lobbying is perhaps the lack of this given base: in apartheid
South Africa most members of the present legislatures at national
and provincial levels had very limited if any opportunity to enjoy the use of public libraries in their own or any communities, and therefore are unlikely to have experienced or to perceive libraries as priorities for a South African democratic civil society. However, we have only to think of the global and continuing legacy of Andrew Carnegie (most particularly in South Africa) to realize the far-reaching benefits that can derive from one man’s belief in the public library experience.

**Preparation for lobbying**

- Develop partnerships and coalitions of like-minded concerned organisations for lobbying: libraries may share concerns with other groups such as publishers, or groups of parents and educators, or health workers. Library issues regarding access to information may relate to all levels of education, all sectors of a community; a wide range of groups may share library objectives or can be persuaded to do so, and may then work with library supporters on one or more issues.
- Make contacts and keep in touch with leadership and “legislative activists” in organisations with similar objectives.
- Develop working relationships before a crisis arises, before a time of desperate need.
- Get to know the local media (library-friendly investigative journalists; local free community newspapers; community radio talk shows; various internet sites if appropriate). Use these to influence public opinion on library-related issues. Write letters to the newspapers on specific issues that can be related to the library. Put across a library point of view regarding other relevant local issues. An ongoing relationship with a reporter or talk show host may have far-reaching effects if used judiciously.
- Make a personal individual effort; above all do not fall back on the South African habit of keeping silent because you have “no mandate” to express your views, or because your employer might not like it if you do!

In earlier, pre-1994 decades, there was what can only be called a phobia among librarians about “being political”. The result was that many librarians did not experience internal legislative
processes as part of a broader context, and did not engage in lobbying as a “political” activity.

Be informed and stay informed: follow the issues. These might include specific issues around
- Funding and library management (of public money!)
- Community and family literacy
- Physical access, including access and information access for the disabled
- Freedom of information and access to government-held information
- Broader issues such as environmental and socio-economic issues

Issues might be local or national. Know and understand the legislative process and the players on the complex South African field: institutional, local, regional, national (even international).

Long before a library measure is being promoted, or a crisis erupts, identify sympathetic individuals in the political structure. Keep a current contact list of library supporters in the local/regional/national legislatures, plus a current file of library “advocates” in the community, and keep contact with them.

Knowing about the legislative process includes knowing
- How legislative bodies work (whether these are senate, library committees, city council, MIN-MEC, portfolio committees, or any other body involved with the governance of libraries and library matters;
- When legislative bodies are in sessions & where to follow up proceedings;
- That public hearings on legislation are advertised in the newspapers;
- What committees do: which is your library business
- Steps for legislation – where input can be made;
- How legislation is referred, enacted, implemented (South Africa has excellent free access to legislation in all stages on the internet);
- How to follow the progress of legislation.

Democracy in action is hard work!
Lobbying legislators and politicians (local, provincial or national)
Legislators have countless competing interests that fight for their time and attention and library issues may seem less pressing to them than other things.

Legislators are also primarily interested in aspects of legislation that will demonstrate that they are helping their own constituents. Anecdotally a past student in a Limpopo town once told me that the local politician wanted to say that the library was his idea for the community. And anyone who has heard Professor Genevieve Hart, from the University of the Western Cape, describe her PhD fieldwork investigations in provincial towns and villages, will remember that she showed how local authorities were often not interested in libraries at all.

The ALA Washington Office points out that personal contacts with legislators are the most effective, and that these contacts need considerable work before, during and after any meeting. The Office states that legislators are “open to logical, succinct arguments” and that librarians are “ambassadors of well-presented messages” through their skills in assembling information and statistics.

In the chapter on starting to lobby, the writers suggest that the librarian should

• Make an appointment (and get to know the office staff);
• Understand the legislative process and know the players on the field: institutional, local, regional, national; be informed from the politician/legislator’s point of view as well as on library matters under discussion;
• Plan – and leave nothing to chance;
• Don’t send emails of factual information until after the meeting; prepare a one-page fact sheet on the library to leave with the politician/legislator. Information is more likely to be effective after a personal meeting;
• Give the politician/legislator time to ask questions;
• Ask who to keep in touch with on the matter in hand;
• Ask to be kept informed;
• Keep the legislator informed;
• Follow up the visit with a letter of thanks;
• Invite the politician/legislator to relevant functions/activities, especially if this includes a media opportunity;
• invite the politician/legislator to join the advisory board or other appropriate body (e.g. awards committee);
• Keep in touch after the first meeting by means of different ongoing contact (remember that the library is not the only issue of importance);
• send letters/emails, make a further visit if appropriate while the legislature is in session;
• follow the progress of relevant legislation, debate, etc.

What’s in it for the politician/legislator?
Only a few politicians/legislators will take a strong and detailed interest in legislation and other issues that affect libraries and library services. This may be out of personal experience or commitment (to freedom of access to information for democracy) or because of personal/family interest (a concerned friend or relative), a constituency base (local councillor) or committee. Be aware of these interests and work with them in developing a lobbying relationship.

It may be possible and appropriate to take the initiative and strengthen the relationship by proactively providing information relevant to other areas of the politician/legislator’s decision-making, by notification of relevant library resources, new books, websites – in effect, by showing the library’s and the librarian’s capacity for selective dissemination of information/current awareness service. This is common practice in corporate environments and can be effective also in academic senior management relationships.

Finally, I cannot conclude these thoughts on lobbying without mentioning:
Ethical considerations & corruption
It is possible that expectations from the politician/legislator, in return for support of issues, may be or become inappropriate requests or demands. Know if there are ethical regulations governing the lobbying process and work within them. In a South African or African context there may even be pressure for personal favours or bribes – the larger and more serious equivalent of the traffic police demand for “a cool drink” or “a beer”.

Values and principles
Lobbying around the issues of libraries as “gateways to information and democracy” may present challenges to professional values. Politicians and legislators may have areas of sensitivity that conflict with personal or professional values; local or national government bodies may act in ways that conflict with these. Expressions of “traditional” and “cultural” values in effect may imply censorship of library materials purchased with the publicly funded budget, or discrimination against library employees for personal reasons. Various current South African issues in the news, reflecting conflict between what is in the public interest to know and a government body’s interest to suppress, may indeed reflect a lack of government commitment to free access to and dissemination of information in support of democracy, and may present a challenge to personal, ethical and democratic principles.

In conclusion
“Be persuasive, professional and persistent”.

Make sure libraries are “on your agenda” at all times and make this a lifelong professional commitment – lobbying is a long term effort.
Library Advocacy from the U.S. Perspective

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The American Library Association defines advocacy as: “turning passive support into educated action by stakeholders”.

The American Library Association (ALA) was formed over 132 years ago, in part, to advocate for libraries as well as the profession of librarianship. Over the years, ALA’s advocacy efforts have become institutionalized and strategic.

ALA is headquartered in Chicago, but as early as 1945, recognized the need for an office in Washington to advocate on library issues at the national level. The Washington Office now includes ALA’s Office of Government Relations and Office of Information Technology Policy. The Office of Government Relations follows and in some cases tries to influence legislation, policy and regulatory issues of importance to libraries - issues such as copyright law, access to government information and telecommunications policy.

The Office of Technology Policy supports public policy that ensures access to electronic information as part of the public’s right to a free and open information society.

ALA’s Washington Office networks with other NGOs, trade and professional associations on issues of common concern. It posts Legislative Alerts1 on upcoming legislation that may be of interest to members and which ALA might want members to advocate for or against. The campaign to roll back certain provisions of the USA Patriot Act is one of ALA’s more visible recent efforts to influence legislation.

1 Available on the ALA website at www.ala.org
In May, the Washington Office sponsors the annual National Library Legislative Day where librarians and library trustees from all over the country come to Washington to lobby their representatives on library issues. Finally, ALA’s Washington Office works with ALA leadership to seek increased federal funding for libraries.

In 2007 ALA opened the Office for Library Advocacy at their Chicago headquarters. This office coordinates the activities of other ALA units involved in advocacy such as the Chapter Relations Office, Government Relations Office and Public Information Office. It may also focus on a particular type of library (e.g. school libraries) or a particular issue (e.g. intellectual freedom). The mandate of this new office is to “develop resources, a peer-to-peer advocacy network and training at the local, state and national levels.”

ALA works on a five-year planning cycle and their Advocacy Plan is a part of their Strategic Plan. The current Advocacy Plan (2005) has four major thrusts:

1. Increasing public awareness of the value of libraries
2. Supporting grassroots advocacy
3. Securing national legislation favorable to libraries and expanded access to information
4. Working to improve library services worldwide through international advocacy.

Specific advocacy initiatives of ALA:

- regular Advocacy Institutes and other training;
- the Campaign for America’s Libraries (the “@your Library” campaign) began in 2001 and has been renewed for 2006-2010. This is a marketing and branding campaign that has been successful at raising awareness of libraries. It has been particularly helpful for small libraries in packaging ready-made advocacy and public relations materials.
- “Ilovelibraries’ – a grassroots campaign for patrons and Friends groups to support libraries (sponsored by ALA’s Office of Library Advocacy);
• ALA (and IFLA, UNESCO and other national library associations) have advocacy handbooks, toolkits and other great information on their websites.

ALTA (the Association of Library Trustees and Advocates) and FOLUSA (an ALA affiliate organization) have been working in recent years to bring together library supporters on issues of common concern. On October 8 of this year (2008), ALTA created new by-laws and officially changed its name to the Association for Library Trustees, Advocates, Friends and Foundations (ALTAFF).

ALA’s advocacy efforts will continue to expand: in fact, ALA’s 2009-2010 president, Camilla Alire, has stated in her platform that she wants to focus on advocacy at the grassroots level, that is, training for front-line library staff.

Funders are also looking at incorporating advocacy training and awareness campaigns as a part of their grants. Two recent examples include:

• Gates Foundation grant (2007) for renewal of technology access to underserved libraries included technical and advocacy training;
• Carnegie Corp (September 2008) awarded ALA $270 000 for advocacy issues including enhancing the “I Love Libraries” website to boost public awareness, especially through new media such as YouTube and MySpace.

State library agencies also work on advocacy issues. In addition to tracking state legislative issues related to libraries, state agencies work with Friends’ groups and library associations to advocate for library issues and increased resources for libraries. State agencies often sponsor a Library Legislative Day, manage Summer Reading programs, may be the host site for the state Center for the Book program, One State-One Book reads, Babies First Book programs, and other kinds of reading, literacy and library promotion activities.
Academic libraries are undergoing a great deal of change, as is higher education in general. The Association of College & Research Libraries (ACRL) tracks issues of interest to academic libraries, such as fair use of copyrighted works, orphan works, access to government research and net neutrality. ACRL has marketing resources and an Advocacy Toolkit on their website.

Special libraries also need to advocate for their services, build relationships internally and externally for increased funding and innovation, and track issues of importance to their host organization. The Special Libraries Association assists special libraries of all types in their efforts to remain vital components in an information society.

Recent examples of library advocacy or marketing campaigns include:

- Boston Public Library Ad campaign (similar to ALA’s celebrity read posters, but using library staff);
- Massachusetts special license plates promoting libraries (raise money and awareness);
- Library-sponsored contest for a bumper sticker (promoting libraries) for bicycles (an example of thinking locally: what works in your area);
- Sports – ALA has worked with Major League Baseball to promote libraries and reading;
- Libraries buy (or can get donated) billboard space to promote their locations and services (e.g. during National Library Week);
- Many public libraries host an annual open house for local officials (e.g. a mayor’s breakfast or parliamentarians’ lunch);
- Book festivals, literary and author events, exhibitions and literary awards’ programs of all kinds are part of library advocacy.
Libraries as Gateways to Information & Democracy:
Strengthening the network among Ghanaian libraries and information professionals
Workshop in Ghana, 15 - 16.04.2008
Report
by Lucille Webster and Albert Fynn

Webster & Fynn 2008

Participants
- Valentina Bannerman
- Barbara Schleihagen
- Theodosia Adanu
- Professor Kisiedu
- Mr Danso-Quayson
- Dr Pascal Brenya
- Mr Oliver Safo
- Lucille Webster

NOTES
The two-day workshop was held at the University of Ghana, in Legon, on 15 and 16 April 2008. The workshop was a collaborative workshop between the Ghana Library Association and the Goethe-Institut, Accra. A total of six papers were presented during the workshop.

Webster & Fynn 2008
It is important that librarians identify champions that can further their cause. Use Obama and the ALA as an example.

**Issues that surfaced**

- Structures to facilitate networking within associations
- Methods adopted to enhance professional communication
- How to establish portals to support effective networking and communications
- Strategies to improve the status of libraries within communities
- Achievements and challenges faced by LIS associations
- The importance of lobbying and advocacy as tools to librarians

**NOTES**

- Structures to facilitate networking
- Presenters from the three LIS associations cautioned that although a large section of their community is wired, in reality there are some sections within the sector that face challenges in this regard. So the areas where connectivity may pose a problem, the tried and trusted newsletters, meetings and workshops are the best vehicles to promote networking.
- Newsletters, websites, listserv, sms technology, blogging, emails, regular meetings and workshops

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**Sub-themes**

- Organisation structure, management and functions of Library associations
- German Library Association
- Ghana Library Association
- LIASA
- Strategies that can be used by LIS associations to gain support from:
  - Politicians
  - Government officials
  - General public

**NOTES**

Main theme to strengthen the network between Ghanaian libraries and professionals – the sub theme was to look at structure, management, functions; to that end three presenters spoke about their library associations.

What was clear from the presentations was that strategizing cannot be a hit or miss affair. The message that goes out must be well structured and consistent. There are lessons that librarians can learn from the marketing principles used by campaign managers and PR: the right message to the right person at the right time.

Webster & Fynn 2008
What is lobbying?
Lobbying is an attempt to persuade a politician, the government or an official group that a law should be changed or introduced.

What is advocacy?
Advocacy: embracing and promoting a course in an attempt to shape public opinion, that may or may not require a change in the law.

The difference…
The main distinction between them is … that lobbying ultimately results in an enactment of a law or a change in law, whilst advocacy does not necessarily end up in an enactment or change of the law.

NOTES:
One of the speakers, Mr Danso-Quayson, went to great lengths to explain the difference between lobbying and advocacy.

What can work…
- Concrete facts and figures to convince politicians and journalists
- Institute awards for journalists
- Library of the Year

NOTES:
The speakers highlighted some of the successes that they have had in their countries such as
- Library of the Year – awards for libraries that have made a difference
- Librarian of the Year – recognize the librarians that have gone beyond the bounds of duty
- Organise exhibitions to show libraries’ contributions to educational challenges
- Identifying and pursuing lobbying strategies
- Create an annual award for journalists who have promoted libraries through coverage
Can the library compete with the internet?
Library vs the internet
Customer care
Partnerships
Relevance

NOTES
Can the library compete with the internet? Should libraries embrace the internet? Libraries must embrace change and offer people what they want when they want it. Are we losing our customers?

Webster highlighted the role that strategic partnerships have played in LIASA. She noted Carnegie and Mellon sponsorships, leadership scholarships and close ties with the Department of Arts and Culture; the Finnish Library Association; hosting of SCECSAL and IFLA conferences; SA Library Week (annual event).

Recommendations
- That the papers presented should be developed for the Ghana Library Association (GLA) journal
- Breakaway group of paraprofessionals be brought back into fold of GLA
- Workshops on research and publishing be organised for young graduates in LIS
- GLA to identify issues for lobbying or advocacy
- GLA to pursue relationships with German and SA library associations
- GLA to involve media in promotion of libraries
- Library week be instituted in Ghana to celebrate libraries
- Burning issues committee be instituted to deal with “hot” issues
- GLA reach out to all library workers in the profession
- Cultivate journalists to promote libraries in the media.

In conclusion…
- GLA urgently requires an internet platform to enhance networking
- To foster dialogue between GLA and Ministry of Education, Science and Sports

Thank you to...
Goethe-Institut
Ghana Library Association

Webster & Fynn 2008

Held at the CPA Centre, Nairobi, Kenya, 23-25.07.2008

A Summary Report, presented during a Conference on Libraries as Gateways to Information and Democracy: Improving Networking, Advocacy and Lobbying Strategies,
at the Goethe-Institut, Johannesburg, South Africa, 26 - 27.11.2008

by Ruth Maureen Jemo

Introduction

- KNLS came up with theme of the workshop as part of a series of workshops held in various countries in Africa. Kenyans experienced a period of crisis after the disputed December 2007 elections.
- The cause was lack of access to the right information.
- There was a need to sensitize librarians to be actively involved in the democratic process of the country through identifying their roles, challenges and ways and means of being actively involved in the process.

Recommendations

The recommendations that emerged in the Kenyan workshop were:
- Information professionals must be actively involved in creating, collecting and disseminating information affecting the lives of their fellow citizens to remain relevant in the society.
- Information professionals must constantly stay abreast with the changes in society e.g. Information technology.
- Libraries in Kenya should incorporate use of information technologies in the provision of services in order to bridge the digital divide.
- Democracy belongs in the library: Libraries must open up, fight censorship and encourage free and open expression.
Librarians must work together with other civil society agencies and NGOs in lobbying and advocating for the protection and expansion of spaces for expression in the society.

- Information professionals must promote freedom of expression and access to information.
- Information professionals must advocate for their representation in all commissions established by the government. Their expertise in information processing and management is crucial if the outcomes of these commissions are to be preserved and made accessible to the society, currently and in the future.
- Information professionals must raise awareness about and facilitate access by the public to proceedings and reports of the planned Truth and Reconciliation Commission.
- Librarians and archivists must work more closely together to ensure proper acquisition, processing, preservation and dissemination of information relating to the Truth and Reconciliation Commission.
- Librarians and archivists must fight for the repatriation of all migrated records of historical and cultural value to Kenyan citizens.
- Information professionals should advocate for the repealing of the 30-year-rule governing access to records at the Kenya National Archives.

Since free access to information is a basic human right, information professionals must advocate for more funding from the government and lobby for additional support from other agencies so that they can continue to provide high quality free services for all, including children, the challenged, the elderly.

- Information Professionals must proactively and deliberately coordinate the development of local content and make it available in their libraries.
- Librarians must deliberately go out to seek information which needs to be processed and disseminated to the public.
- Since public libraries will increasingly have to compete for funding with other institutions, librarians must develop programs, organise events and participate in activities that are directly relevant to the local communities so that they justify their need for more public funding.
- Librarians should advocate for the donation of more relevant materials and equipment for their libraries by establishing clear guidelines for receiving donations.
- Information professionals must be at the fore-front of advocating for the review of the law that stipulates 50 years for the protection of intellectual property to accommodate greater use for non-commercial, educational and accessibility issues.
• Information professionals should network with other professional bodies, e.g. by forming consortia. This would make provision of information services more affordable.
• Public libraries must foster intercultural dialogue and promote cultural diversity by stocking information on different cultures. There must be a deliberate effort to establish multi-cultural libraries.
• Public libraries should become comprehensive resource-centres (one-stop service-points).
• Public libraries must involve the local communities in the selection of books and other materials relevant to the communities they serve.
• Public libraries must desist from playing the role meant for school libraries: they should not just be stocking books prescribed by the school curriculum. They must cater for all sectors of the society.
• Librarians should promote information literacy for children and adults to facilitate the participation of all citizens in the democratization process.
• Libraries must identify other funding sources (“friends of the library”) to maximize resources available for the development of new products and improvement of existing services.
• Libraries must develop efficient and effective marketing and promotion programs to create more awareness in the community with regard to the services they offer.

Kenya report SA 2008

• Information professionals in Kenya must come together to strengthen and raise the status of their professional association – the Kenya Library Association. A strong professional association will be a useful tool for lobbying, advocacy and networking.
• In order to ensure free access for all and promote democracy in Kenya, librarians through the Kenya Library Association and the Kenya National Library Service must work together to establish libraries in all sectors of the society – in the schools, colleges, towns and local communities.
• The training of librarians should be revised to incorporate courses in marketing, lobbying and public relations skills. The Kenya Library Association and the Kenya National Library Service should be consulted in developing the curriculum for information professionals in colleges and universities.
• Kenyan librarians should advocate for the enactment of a “national book policy”: This policy should promote reading and stipulate that every public school sets up a library and employs a professional librarian to run the library.
• Librarians should seek information on all activities and events going on around them and take every opportunity to talk about the library in those forums as a way of creating public awareness.

Kenya report SA 2008
• Librarians must sustain appropriate lobbying and advocacy efforts and programs. Lobbying and advocacy must not be ad-hoc or sporadic events. This is the only way to attain our goals.

Conclusion
• The participants agreed that there is a very close link between the provision of quality information and the social-economic development of nations which is dependent on the level of democracy in a country. The world is changing so Libraries must become real agents of change.
• This calls for a self re-evaluation, a clearer definition of their roles and a paradigm shift from the traditional library concept.
Background to Namibian Libraries

The Directorate Namibia Libraries and Archives Service has five sections:

- School Library Services (386)
- Community Library Services (60)
- Ministerial Library Services (15)
- National Library (1)
- National Archives (1)

Historical background of Namibian Libraries: the lopsided picture

- Upon independence from Apartheid South Africa, Namibia inherited a lopsided picture of the economy and infrastructure – and libraries were among the lopsided institutions.
- Former white areas had first world library infrastructure and resources, whereas the former black “townships” had almost none, except for a few that were built by churches and the Rossing Uranium Mine, which were far from being at the same standard.
- Former black Schools suffered the same fate. Former white schools had fully resourced school libraries.

Kauaria 2008
Historical Challenges for the Namibian Government
At independence, the new government had to rectify quite a lot of inequalities
1. Schools and Hospitals had to be upgraded, the education system needed to be revised, housing and health care had to be provided, and so on.
2. Libraries landed at the bottom of that pile; compared to the rest, they were better off.

Library Budget
• As a result of the inequalities mentioned, that needed “urgent” attention, library budgets got smaller and smaller (how could they compete with shortages of classes, nurses, teachers and similar services?)
• The challenge was to convince decision makers that libraries were equally important.

Legal framework
• It became imperative for NLAS to lobby. A legal framework was put in place. The Namibia Library and information Act of 2000 was passed, and this made provision for the establishment of the Namibia Library Council (NLIC), funded by money allocated by parliament.
• One of the NLIC’s main goals is to advocate and raise funds for libraries.

Namibia Goethe-Centre workshop SWOT
The participants did a SWOT analysis of what was perceived to be major issues facing the library sector in the country. The following slide shows some of these them:

<table>
<thead>
<tr>
<th>Threats</th>
<th>Weaknesses</th>
<th>Strengths</th>
<th>Opportunities</th>
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<tbody>
<tr>
<td>- Budget cuts</td>
<td>- Government bureaucracy</td>
<td>- Legal framework</td>
<td>- Political support. ETSIP (Education &amp;</td>
</tr>
<tr>
<td>- Poor security/security systems</td>
<td>- Poor Physical structures</td>
<td>- Central Library management (NLAS)</td>
<td>Training Sector Improvement Programme)</td>
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<tr>
<td>- High staff turnover</td>
<td>- Low salaries</td>
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<td>- National Library campaign</td>
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<td>- Network/bandwidth problems</td>
<td>- Staff not motivated</td>
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<td>- National ICT programme</td>
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<td>- Lack of regional support (in some)</td>
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<td>- Funding from government</td>
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<td>- Library association</td>
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Kauaria 2008
Some Recommendations from the Workshop

- Write press releases on libraries and publicize library activities
- Plan and execute a library campaign for 2009
- Keep library statistics
- Encourage young people to use libraries
- Start school holiday clubs
- Visit schools and talk about library programmes
- Talk to communities about the importance of libraries; talk to decision makers (lobby, lobby, lobby).

Outcomes from Namibia, based on workshop recommendations

- Since the Goethe Centre workshop, we have had 10 articles about libraries in major newspapers.
- We organized a stakeholders’ workshop in October 2008 and shared the findings of a report on the state of our libraries with the public - The Economist wrote a full page article on that!
- An article about the workshop at the Goethe Centre was posted on the Ministry’s webpage
- The public started sending sms’s to the newspaper complaining about the state of our libraries – why is this part of the outcome?

The public noticed that we exist and started putting their demands across, which means that the community is aware and have certain expectations from us, and this gives us a platform to ask for more funds.

- We presented annual usage statistics at a review meeting, attended by management.
  - The figures were so impressive that we got a positive response when we asked for money to renovate one of our libraries. (We have yet to see that money, but it is good to know they care)
  - We did a TV programme about importance of reading and using libraries
- Our annual Readathon campaign was well received. One community in Omusati Region even slaughtered a cow for the reading promotion
- Schools held reading competitions during the Readathon
- We are now busy with the holiday reading adventure which will start in December
- Organization of the national library campaign for October 2009 is also taking shape – no budget for this, but it will be done in any case!

Kauaria 2008
Plan of action for 2009

Nation-wide library campaign in October 2009 (originally planned for June, but conflicting with ESARBICA 2009, which NLAS is organizing)

Activities:
Organize reading competitions
Story writing/telling competition
Fundraising “braais”
Organizing training workshops for library assistants in basic library skills, Public Relations and library programming – February 2009

Kauaria 2008
Report on the Goethe-Institut Lagos /Nigeria Library Association workshop on
“Lobbying, advocacy and fund-raising for libraries in Nigeria,”

Rosemary Gitachu
University Librarian, Daystar University; and Chairperson, Kenya Library Association

“Libraries as gateways to information and democracy”
Goethe-Institut Johannesburg,
26-27.11.2008

Background and justification of workshop theme
• Background – Need for advocacy discussed between NLA and Goethe
• Libraries in Nigeria experiencing serious “cash crunch” since 1980s
• Many no longer deliver quality service to their clientele
• Some policies put in place in 1990s no longer being implemented e.g. National Universities Commission, 1993
• This directed all university libraries to spend 10% of their recurrent subvention on library development. Stopped in 2001
• Fewer than 5% of libraries get 5-10% of their recurrent subvention
• In other sectors, public and school libraries are virtually non-existent

Resource persons and participants
• Dr Hannelore Vogt - Director, Würzburg City Library, Germany
• Mrs Rosemary Gitachu - University Librarian, Daystar University, Nairobi, Kenya and Chairperson, Kenya Library Association (KLA)
• Mr Gboyega Banjo - Former President, Nigeria Library Association and Freelance Consultant
• 28 participants drawn from all sectors attended
**Opening of workshop**
- Facilitated by Mrs Funmi Oni, Librarian, Goethe-Institut, Lagos
- Formal welcome and opening address by Mr Arne Schneider, Director, Goethe-Institut, Lagos. Other speakers were Cord Busche, National Librarian and Victoria Okojie, President, Nigerian Library Association
- Issues raised: libraries are under-funded; not enough attention being paid to changing environment in libraries; libraries need to urgently think of innovative ways of satisfying their customer needs and new ways of raising funds from other sources; libraries need to be re-packaged and marketed in a way that makes them attractive, necessary and relevant

**Presentation highlights**

**Branding and marketing for changing the image of librarians**, by Dr Hannelore Vogt
- Presentations used highly participatory methods
- Shared different strategies and projects she had used e.g. “Reading in bed” project with a mattress company in readership promotion campaigns; “The Reading Chicken” project; “Library Wine” and IFLA’s “caterpillar” projects; collaboration with Amazon.com
- Marketing of LIS should include: an excellent front-line service; user training; user participation and involvement; promotion by word of mouth
- Need for branding libraries: a quality customer-focused promise
- Elements of the “brand” are: brand name; label/logo; product design; packaging; slogans; brand awareness; constant quality

Gitachu 2008
- She used the “mystery shopping” guidelines to improve Würzburg Public library (check-list of physical facilities, customer care, stock and services, ICT; people’s network provision and staff knowledge) to rate the status of the library and action.

**Lobbying, advocacy and fundraising for development of libraries in Kenya, by Mrs Rosemary Gitachu**

- Issues raised: Librarians need to take strategic action to survive the increased cutbacks in library funding
- Shared legislative frameworks that created enabling environment for development of libraries in Kenya
- Using case studies, shared experience of University Libraries and the Commission for Higher Education guidelines that position university libraries as key players in educational process;
- Kenya Libraries and Information Consortium (KLISC)- lobbying and advocacy group for acquisition of online databases at a subsidized corporate fee
- Kenya Library Association (KLA) success stories: lobbied government for the first craft and diploma certificate course; contributed to the curriculum and establishment of Faculty of Information Sciences at Moi University, Eldoret, Kenya; lobbied for enactment of relevant policies in Kenya: KNLS Act; ICT policy; Communications Act; lobbied

**Gitachu 2008**

with government on review of terms and conditions of service for librarians working in the civil service.

- Advocacy for professionalism in library practice through mentoring programmes. Liaison with library training institutions.
- Fund-raising through membership fees; annual conferences; sale of publications;
- Use of networks; identification and soliciting from like-mind donors; mobilization of local resources (finance institutions; publishers; local and international NGOs and organizations
- Use of KLA website www.klas.org.ke; newsletters, electronic mailing list to share information
- Take advantage of local, regional and international professional forums to network/seek partnerships
- Lobbying and advocacy campaigns with MOE, and with local communities for development of primary school libraries. Done through reading promotion project with schools
- Kenya National Library Services (KNLS) acts both as a National and a public library.

**Gitachu 2008**
• Operates motorized and non-motorized mobile service: camel and donkey mobile library services; community information services; services to visually impaired persons; HIV/Aids information services and gender related information
• Fundraising thro’ internet, external donors, local communities and NGOs

Libraries as gateways to information and democracy in Nigeria, by Mr Gboyega Banjo, Former President, Nigerian Library Association
• Issues raised: role of libraries as gateways; libraries which have embraced technology are empowered to use it as effective tool for networking, resource sharing and online data distribution
• Observed Nigerian libraries have insignificant investment in new technologies; inadequate information resources in all formats; absence of resource sharing/networking services; lack of a central coordinating body for library services; near-total absence of effective school libraries; absence of effective public library services in most communities; inadequate and erratic electric power supply; inadequate infrastructure;
• Urgent need for re-tooling and re-engineering libraries in Nigeria, in order to be effective gateways to information and democracy

Thank you!

Gitachu 2008

• Stressed need for advocacy for LIS in Nigeria in the following areas: library reform; establishment of a National Commission for Library and Information Services; review and amendment of National Library of Nigeria statute; public library reform; school libraries provision; readership promotion campaigns

Challenges to lobbying, advocacy and fundraising
• Challenges include: Complacency; ignorance in terms of the existing policies and legislative legal frameworks;
• Parent institutions sideline or do not fully support lib development; poor ICT infrastructure; lack of awareness of the general public about their rights to information and government responsibilities

Thank you!

Gitachu 2008
Victoria Okojie

President, Nigeria Library Association
Email: vicokojie@yahoo.com
“Libraries as gateways to information and democracy”
Goethe-Institut Johannesburg
26-27.11.2008

Introduction

Recommendations and Action Plan
- Librarians’ Registration Council of Nigeria (LRCN)
  - Funding of the LRCN
  - Successful advocacy to Ministry of Education and Ministry of Finance
  - Through personal contact; attended meetings with NLN
  - LRCN to be in 2009 budget

National Commission for Libraries and Information Services
- Advocate for establishment of a National Commission for Libraries and Information Services
  - Not much has been done

Media & Advocacy Committee
- Form a strong lobby group within the NLA to handle Advocacy and Publicity
  - Committee on Media & Advocacy formed
  - Committee helped with drafting NLA position paper on FOI Bill, letter to President on position of Special Adviser on Library Matters

Okojie 2008
• Advocacy on improved status of librarians in Public Libraries initiated, e.g. request for Directors to be promoted to position of Permanent Secretary in the States
• Much more to be done, especially writing feature articles to ensure LIS sector is in the news at least once a month.

Other Committees
• Other Committees have been formed to deal with different issues including:
  • Curriculum Review Committee which has submitted its report
  • Guidelines and Minimum Standards Committee
  • Occasional Publications Committee

Capacity Building of Librarians especially in use of ICTs
• Encourage better use of ICTs in libraries; Open Access & Free & Open Source Software workshop, December 2008
• Proposal to be sent ECOWAS in December 2008 for West Africa sub-regional workshop on Resource Sharing.
• Develop a mentoring and leadership programme for young professionals

Okojie 2008

Funding of LIS Sector
• Improve funding & Infrastructure in libraries
  • More Public-Private Partnership Initiatives with banks, telecommunications sector and book publishers
  • NLA President to visit State Chapters more often and assist with advocacy – two vehicles given to a public library for readership promotion campaign

Stakeholders Meeting
• Convene a Stakeholders Meeting for LIS Professionals and Federal Government to create awareness & agree the way forward
  • Meeting not yet held
  • However, some of the key issues were raised at NLA national conference and at every speaking opportunity
  • Readership Promotion Campaigns

Okojie 2008
Introduction
The Goethe Institut in Lomé, in collaboration with Association Togolaise des Bibliothécaires, Archivistes et Documentalistes (ATBAD), organised a workshop on “Libraries and access to information for all: strategies for sub-Saharan Africa”

The meeting was held on 23 and 24 June 2008 and brought together about thirty participants from Benin, Burkina Faso, Côte d’Ivoire, Germany, Senegal and Togo.

Conduct of discussions
The workshop started with presentations by Mr Francis-José Zogo, Director of Benin National Library, Professor Mbaye Thiam of Senegal, and Professor Hans-Christoph Hobohm from Germany. There was an open discussion and participants were offered explanations on aspects that were obscure in the three presentations.
Three working groups were then set up:
Working Group 1 was expected to identify the constraints and requirements for the development of libraries in Togo and Africa;

Working Group 2 developed advocacy for libraries and information and documentation centres;

Working Group 3 worked on the strategies and contents for a national policy for the development of libraries and information and documentation centres.

The outcomes of the working group sessions and the recommendations of the workshop are presented below.

Working Group 1: Identification of constraints and requirements for the development of libraries and access to information in Togo and sub-Saharan Africa

1- Constraints
   • Insufficient vision of a national policy
   • Non-existence or obsolescence of texts
   • Lack of balance between supply and demand
   • Non-existence or maladjustment of infrastructures
   • Insufficient qualified human resources
   • Lack of material and financial resources
   • Inadequate institutional positioning
   • Isolation and barriers preventing exchanges and dialogue
   • Non-existence of partnerships

2 – Requirements
   • National policy for development of Libraries and Documentation Centres
   • Regulatory measures
   • Infrastructure development planning
   • Human resources development and capacity building
   • Allowance of substantial financial resources

Thiam SA 2008
• Advocacy (argumentative) for libraries and documentation centres
• Institutional partnership at national and regional levels
• Strategies for national policy development for Libraries and Documentation Centres

**Working Group 2:** Advocacy for Libraries and Resource Centres (RCs) in Togo and Africa

1 - **Place and role of RCs in development of the country**
• RCs as central support of good governance
• RCs as storehouses of knowledge in order to meet the challenge of MDGs
• RCs as a source of information
• RCs as resources for leisure

2 - **Strategies for the development of information systems:** Working Group 3 dealt with this subject in detail.

Thiam SA 2008

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**Working Group 3:** Strategies and Content of a National Development Policy for Libraries and Resource Centres in Togo and Africa

1 - **Strengths and Assets of Resource Centres (Libraries, Documentation Centres, Archives)**
• Existence of professional skills
• Existence of will to work and to promote the profession
• Existence of structures (but they have to be renovated)
• Existence of associations (ATBAD, ADADB…)
• Possibilities of partnerships with regional and international associations (IFLA, CIA…)

2 - **Weakness of Resource Centres**
• Lack of legal texts
• Insufficiency of human, material and financial resources
• Lack of national policy with regard to the development of resource centers and information
• Lack of motivation
• Incapability at national level to propose projects to partners
• Isolation of professionals

Thiam SA 2008
3 - Creating awareness in decision-makers and partners
- Involve decision-makers and partners in different projects
- Make decision-makers aware of what they stand to gain if they invest in Libraries
- Importance of archiving
- Promotion of the profession
- Communication
- Marketing
- Lobbying

4 - Improve the legislative and administrative environment
- Law pertaining to libraries and resource centres
- Legal deposit legislation
- Status of professionals
- Regulatory texts to stipulate functions of libraries
- Performance indicators

5 - Develop the Profession
- Ongoing training
- Driving role of associations
- Compliance with the association’s documents

WORKSHOP RECOMMENDATIONS

1- Recommendations to Professionals
- Ongoing training in the fields of ICT and databases such as CDS-ISIS, WINISISS and free software
- Define a legal framework for the profession (articles of association, law pertaining to archiving, legal deposit legislation)
- Professional code of ethics
- Exchange meetings at national and international level (ATBAD, Conférence le Mono)
- Boost the image of professionals by organising discussions, radio/television programmes, open days
- Draw up a manifesto for publication

2 - Recommendations to Decision-Makers and Authorities
- Renovate existing RCs and develop new ones
- More financial, human, material and technical resources for RCs
- Clearly define a Scientific and Technical Information (STI) policy in Togo and in the other countries of the sub-region;
- Establish a Scientific and Technical Information (STI) representative body

Thiam SA 2008
Establish and promote RCs with local governments by making provision for substantial funds in the national budget

Facilitate a strategy for the harmonization and federation of actions in other ECOWAS and WAEMU countries in order to better disseminate information

Grant bursaries for courses at all levels.
Submission from the South African Department of Arts and Culture

Lobbying

1. One of the goals of the Department is to build synergies amongst stakeholders and align activities with government’s priorities.
2. The Library and Information Services (LIS) Directorate lobbies internally with senior management to get support.
3. The Minister of Arts and Culture, Dr Zweledinga Pallo Jordan, is briefed on projects to gain his support.
4. The National Council for Library and Information Services (NCLIS) advises the Ministers of Arts and Culture and of Education on LIS policy matters.
5. The previous chairperson of the NCLIS, Prof. S. Manaka, lobbied the Minister of Arts and Culture, the Select Committee on Education and Recreation, the Portfolio Committee on Arts and Culture and Members of the Executive Council, on library services and the lack of funding. Result: the National Treasury allocated R1 billion to libraries as a conditional grant (between 2006 and 2010). The funds are to be transferred to provinces that manage projects and spending within local, public libraries.
6. Projects at provincial and municipal level: appointment of staff; provision of Information and Communication Technology (ICT); purchase of library materials; building and upgrading of libraries. Also, toy libraries and mobile libraries are made possible by the extra funding.
7. Projects at the national level: ICT system for public libraries; publication of a catalogue of books in print in African and indigenous languages; reprint of classics in African languages.
8. Started with the process to draft legislation on norms and standards for public libraries (on tender) and to investigate the training of librarians and whether this training meets the needs of the sector.
9. Competition among architecture students to design a model library, as a means of raising awareness of the designs and needs of library buildings; award ceremony held on 28 October 2008.
10. Marketing at events such as the Cape Town Book Fair and LIAS A Conference.
11. Library and Information Charter drafted to provide guidelines on how to transform and improve library services in order to make these more effective and available to all people.
12. **Current:** lobbying the Minister of Education (with emphasis on the lack of school library services) and the Ministers of Provincial and Local Government (for provincial and public libraries).
13. A Book Club has been established within the Department of Arts and Culture to encourage reading amongst staff.
14. Amendment of national library legislation e.g. in order to enable copying of reading materials into other formats for persons who read differently.
15. In 2006/2007, government funded an investigation into a funding model for public libraries. In this investigation, recommendations were made to improve the service. Government is now working towards paying attention to these.

**Summary of Projects**
- Drafting norms and standards legislation
- Investigating the provision of training to librarians
- National ICT system for public libraries
- Staff appointments and training
- Book collections and other materials purchased
- Republishing of African classics
- Catalogue of books in print in African and indigenous languages.
The South African “Library and Information Services Transformation Charter” as a lobbying tool

Archie Dick
Professor in the Department of Information Science,
University of Pretoria, South Africa
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I appreciate the opportunity to share with you some of the developments around the South African “Library and Information Services Transformation Charter” process which have been going on, and which are now coming to a head in a national summit taking place on 5 December 2008. I hope that some of my South African colleagues here will either attend themselves, or have representatives there – this is a very important development in the library and information services (LIS) sector.

Around the issue of lobbying, I think I am here more to learn than to teach. I would like to share some of the experiences that I have had with the Charter process itself which lends itself to lobbying, advocacy and fund-raising around the issues of the Charter. One must understand that the Charter is one component of a larger programme that has been driven very strongly by the Minister of Arts and Culture, Dr Pallo Jordan, and his Ministry, and I think that this is a historic moment for the LIS sector in South Africa.

The last time there was someone so high up in government and so sympathetic to library and information services was in the late 19th century, when John Molteno oversaw the introduction of subsidies to subscription libraries and reading rooms across the country. His aim was to improve the library service in towns and villages, as well as to open up subscription libraries to the public. As a result, many more people within communities then had access to libraries and could make use of the services they offered.

John Molteno was unusually committed because he had himself worked in the South African Public Library, today the National Library of South Africa (NLSA), and had come from the United Kingdom to check on the books and spending of its director at
the time. Thus, when he went into government, he could use his elevated position to improve the library and information sector.

I think we have a similar situation today. Minister Pallo Jordan is sympathetic towards libraries because he used clandestine libraries during the dark days of apartheid at the University of Cape Town (UCT) when books were hidden in lockers, and used and distributed in secret.

There is pressure to drive this charter to a conclusion and to do this as quickly as possible, as we do not know how long we shall have the Minister around – next year [2009] is an election year after all. Therefore we are seizing the moment. If we do not use this opportunity to raise the profile of the LIS sector, we will fail the next generation of librarians!

The process of developing a Charter is not easy. As a national process, it involves consultations with people across the country. As a consensus-oriented process, it is difficult and fairly time-consuming. However, I do think that it is a process for which there is a need and which we are compelled to do.

The Charter tries to align the LIS sector with the spirit and values that are enshrined in our Constitution and the Bill of Rights. Among many clauses which are relevant to the sector, the most important is that South Africans now have the “Right of Access to Information”. To operationalise this right, the Promotion of Access to Information Act was put in place in 2001. Although the implementation of this Act is still proving difficult, it is there.

The LIS sector is now being brought in line with some of these national policies which flow from the Constitution, such as policies dealing with poverty alleviation, eradication of illiteracy, social and economic development, social cohesion and nation-building. Yet all of these concepts are broad and difficult to implement in terms of the LIS sector as they are not easily operationalised. What do we really mean by those terms? How do libraries connect with concepts such as poverty alleviation or social cohesion? How does a library contribute to nation-building?
One probably has to see the LIS sector as part of a larger cultural sector – as being connected with archives and museums, for example. To illustrate - looking up one’s family history should not only involve the library. UNISA, for example, allows people to come in and look up their family history and this is a wonderful way in which citizens beyond the academic community can be reached. Today the archives reading rooms are full of ordinary people searching for their identity in the new South Africa, as well as scholars doing research.

Museums such as the Iziko Museums in Cape Town are involved in trying to cultivate an interest in local history. The tours that they offer are particularly appealing to people who were forcibly removed from their homes during apartheid and who are now seeking to reconnect with these places, and to rediscover and regain some form of identity.

Therefore I believe that when national imperatives are involved, we have to see the LIS sector in a wider context – as part of the range of institutions our country has, of which LIS is an important component.

In developing the Charter, a wide range of stakeholders was brought together in one location in each province. There was a list of questions about LIS issues and these were engaged through debates and interactions among the various stakeholders.

This is where lobbying comes in: librarians, stakeholders and user groups were now sitting in the same venue and engaging with one another. To illustrate, “Indaba of Friends of the Library”, which is a coalition of several Friends of the Library groups around the Western Cape, has already prevented small rural libraries from closing down in the province. This was achieved by speaking to the media and public and making a “big noise” because librarians were prevented from doing so by conditions of employment clauses. As a result, these libraries were kept open to the public. Similarly, in Pretoria, a library was kept open in spite of attempts to shut it down and transfer the money saved to the 2010 FIFA World Cup budget.
During the Charter consultation process, user groups engaged librarians, for example, on how library space should be used, how one could cut through the bureaucratic red tape of public service departments to use volunteers, and how these and other stakeholders could help with book procurement, raising funds and utilisation of libraries to reach out to communities.

At the other end, book suppliers and stakeholders, such as the South African Book Sellers Association and representatives of the Publishers Association of South Africa, were also engaged with librarians on LIS issues. Their main point was that procurement policies and practices need to be dealt with in a professional manner so that libraries can efficiently use the conditional grants they receive. The problem here was that some librarians or their employers were not placing orders for books with professional book sellers or with people committed to the library profession and concerned about improving procurement. Instead, books were often ordered from people who did not know what an “ISBN” was, or people who were in the catering, funeral parlour or transport businesses. Thus there was inefficient and under-utilisation of the funds that had been made available to libraries for procurement.

In the provincial public consultations, we had librarians sitting with user groups on one hand, and suppliers on the other. In this way we had wide representation of the entire book chain – and librarians could see exactly where they fit into the larger picture.

As part of the Charter process, the data emanating from public consultations was collected, and all meetings were recorded and video-taped, so that this information is now available as raw material for scholars and future librarians interested in what was said during this historic process.

A draft of the “Library and Information Services Transformation Charter” concerning the above-mentioned and other LIS issues was handed to the Minister of Arts and Culture, who made it publicly available for comment. Although the draft was not very good, it was an opportunity to get feedback. We met with people at the annual LIASA conference, for example, and had intensive
engagements with a very important stakeholder group. We also received feedback from experts such as the copyright expert from the University of the Witwatersrand (Wits), who made us aware of issues pertaining to the Charter which allowed us to improve the quality of the document.

The Charter was funded and commissioned by the Department of Arts and Culture, and the National Council of Libraries and Information Services (NCLIS), a South African statutory body which has the support of government. This opened the doors of government departments to us, which would have otherwise most probably have remained shut. We thus had the funding as well as the political support – both of which are very important – to participate in public consultations across the country.

Now we are at the point where we are going to hold a national summit. We will be going back to the people, representatives of important stakeholders, to show them what we have done. This will be another opportunity to engage with each other and produce a document of which we can all be proud. The Charter is more of an aspirational document than an operational document. It embodies what we want to be, and is a tool that can be used as a basis for carrying out important work to improve library services around the country. The participation of politicians in the consultation process, and thus in the compilation and production of the Charter, allows us to lobby them into handing out additional funding and implementing measures which will improve the LIS sector.

The charter also provides an opportunity to act locally. In Springbok, for example, many librarians from across the province were brought together and (with the help of the Conditional Grant) were able to get involved in the publication of a book in the local vernacular: a retired history teacher had written a book about a small town in the Northern Cape which was taken up by commercial publishers who argued that the book would have to be published in English (and required other alterations) for it to be financially viable. The people about whom the book was originally written thus never got to read the book. Librarians from across the province met with the author and decided that another
book should be written which should not be sent to the publishers. Instead, the book was written in the dialect of the local people and librarians applied for money to have the book edited and printed. Once this was done, the same librarians bought the book and promoted it in their libraries. The Charter thus allows librarians to act locally and provides an opportunity to find and solve problems as well as lobby for legislation.

Finally, we need to lobby for poor people and people with disabilities who also face problems with legislation. Aspects of the Copyright Act, for example, make it difficult for people with disabilities to take advantage of the opportunities that new technologies provide. There are also people who cannot afford access to these technologies.

We need to lobby around this, and change and implement new clauses, rules and legislation that live up to our Constitution and its claims. The Library Transformation Charter should become the platform for our lobbying campaign!
Closing Remarks

Rachel More
President, Library and Information Association of South Africa (LIASA)

At the end of a fruitful and informative conference, it is an honour to present the closing remarks. It was indeed interesting to see how we all started with input about where we were, moved to where we want to be and, finally, to the way forward. The way the programme was structured by the organizers directed us towards identifying the challenges we face within the sector and towards coming up with possible solutions and a way forward or Plan of Action.

This was the final conference of a series of conferences and workshops held in Ghana, Kenya, Namibia, Nigeria and Togo. The recommendations which resulted from these were an eye-opener and confirmed that the library and information services (LIS) sectors in many countries of Africa have similar problems. It also became very clear that, as librarians and providers of information, we need to change the way we do things. We need to ensure that we provide value added services. We need to embrace information technology as an enabling tool in this endeavour and further, in making a difference in the lives of all citizens.

Libraries are indeed gateways to information and democracy. This is a great challenge to us because it means that we must work even harder to keep libraries on the agenda. We need to demonstrate that there is a vital link between libraries and democracy. Libraries are positioned to offer the information needed by citizens to participate meaningfully in democratic processes. Libraries continue to be partners in nation building and development. They are open to all and inform citizens of their rights and in this way promote and deepen democracy through information, hence libraries are indeed gateways to information and democracy.

This vision calls for all librarians and information workers to engage in advocacy activities to keep libraries on the national agenda.
It demands great commitment and determination from us as advocates and lobbyists. For librarians, advocacy and lobbying is “business unusual”. It is about taking pride in our profession. It is about standing up for what libraries are all about! How do we remain relevant in the eyes of the decision-makers? How do we ensure that we get that bigger slice of the budget cake? How do we improve the image of our libraries and the profession? How are we going to organize ourselves into a powerful force with which government can ally itself in an effort to carry forward the development of the nation? We need to entrench ourselves on the value chain – we need to continue adding value through the services we offer and continue making a difference.

In our quest to become advocates and lobbyists, we need to work hand in hand with library structures, that is, we need to be involved in the advocacy and lobby activities going on in our respective countries. We need to unite, work together and speak as one voice regarding issues and concerns affecting librarians and the profession as a whole. We cannot lobby or engage in advocacy activities in isolation.

**Where we are going**

It is exciting that we leave this conference with a position paper to assist us with lobbying and advocacy. We thus leave this conference with new and powerful lobbying, advocacy and networking strategies. We also leave this conference with extended and expanded network circles because we have indeed built connections here. We leave this conference having identified joint projects to take us forward – indeed the conference has opened new opportunities for, and ways of, collaborating and cooperating. I took the liberty of inviting our colleagues to the LIASA conference next year.

The six challenges identified to be taken further are:

1. Legislative framework for libraries and the profession, including registration of librarians;
2. Position paper;
3. Capacity-building through training programmes on advocacy and lobbying, and creating a tool kit on advocacy;
also to address the training needs in different African countries;
4. Establishing lobbying and advocacy committees so that this is not an unsupported activity;
5. Stepping up communication amongst librarians, through websites, newsletters about advocacy, achievements, projects and challenges; providing progress reports so that all are informed; and promoting the role of managers and staff as advocates; and
6. Fund-raising for libraries, which includes increasing state budgets, seeking donations, and fundraising drives, for example for 2010 projects.

All this would not have been possible without your participation and lively debates. The achievement of this conference would also not have been possible without the organizers: Ulla Wester from the Goethe-Institut, Lindi Nhlope from the IFLA Africa Section and Rebecca Senyolo from LIASA. Please join me in thanking them for the sterling job done. They have certainly put together an interesting and engaging programme which had our creative juices flowing, especially during the group discussions. I participated in the 2010 Project Planning: we should have had a plenary session because this is a rare opportunity not to be missed.

The registration of librarians is very close to our hearts and we are anticipating this will take place soon.

I must, on the behalf of LIASA, thank Rebecca Senyolo for her commitment and hard work on this project. She has represented LIASA while working at Wits University Library, and LIASA left everything in her capable hands as we all had confidence in her. Thank you, Rebecca, from the bottom of our hearts. Lindi Nhlope, who represented the IFLA Africa Section, is also a member of LIASA. Thank you.

Ulla, thank you for convening the meetings and thanks to the Goethe-Institut for all its support and a wonderful opportunity for networking, advocacy and lobbying. Good luck to all with implementation.
Public libraries are local gateways to knowledge; they provide a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups. Because of low literacy levels and strong oral traditions in Africa, the role of libraries is even more diverse, especially with regard to the reduction of illiteracy, the teaching of media competence and information literacy, and the gathering and dissemination of indigenous knowledge. Many African countries are challenged by low levels of education, inequities in accessing information and education, poor democratic performance and censorship (as reflected in the Millennium Development Goals). Libraries therefore play a crucial role in providing free access to information, supporting economic development and active participation in social and political decision-making.

Unfortunately in many sub-Saharan African countries public libraries, if they exist at all, struggle to fulfil this role because of outdated collections, limited access to online databases, restricted opening hours and lack of qualified personnel.

In this context the Goethe-Institut, together with the IFLA Africa Section and national library associations and library services, organised a workshop series to discuss problems and challenges, and possible solutions. Librarians are usually aware of the crucial role of libraries; the idea was therefore to provide the opportunity to discuss this with other stakeholders, including NGOs, teachers and policy makers. Emphasis was placed on how awareness could be raised in society and the political arena, how advocacy and lobbying could be applied to enhance the image and condition of public libraries, and how librarians and other stakeholders might

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establish and improve networks in order to reach their common goals.

Interestingly, but not surprisingly, the challenges seem to be similar in all six countries where workshops were held:
- Both public and school libraries are generally underfunded and understaffed;
- Public libraries are hardly mentioned in the media and are often perceived as old-fashioned by the community and politicians, among others;
- Access to public libraries is often restricted through membership fees;
- Poor reading habits and lack of interest in libraries prevail;
- School libraries are often managed by teachers, or other school staff, without library training;
- Although there is a legislative framework for libraries in many of these countries, there is an observable absence of policies and guidelines; in some cases it is not clear which level of government (state, provincial, local) is responsible for public libraries;
- A lack of political will to improve public libraries has often been perceived;
- There is ineffectual networking and cooperation at both the national and the international level;
- In South Africa and Namibia library systems are still influenced by historical inequities (mainly with regard to regional distribution, budgets).

Based on recommendations that arose from the workshops, a number of actions have been initiated or intensified:
- In Ghana an internet platform for libraries has been implemented and a workshop on research and publishing for young graduates in LIS has been held.
- In Kenya public library membership fees for children and students have been abolished, training for school library managers has been implemented, and a library award will be launched in 2010 to create more publicity for libraries.
- In Namibia a National Library Campaign was implemented in 2009: a TV programme on reading promotion and libraries was launched, resulting in more articles on libraries in
the press and more complaints by library users about the poor state of libraries. A budget was also allocated for the renovation of the main Public Library in Windhoek.

- The Nigerian Library Association internet pages have been improved and are now more accessible and up-to-date. More library-related articles have been published in the press.
- In South Africa the ‘Library and Information Services Transformation Charter’ has been finalized and the “Every Child a Book Campaign” has been established. Various activities during the 2010 FIFA World Cup create promotional opportunities for libraries. A working group on the implementation of an accreditation and registration system for librarians has been formed.
- In Togo a seminar for school librarians was organized in 2009 to improve reading habits especially with children and young learners.

It has become apparent that the key to success is cooperation and networking. Advocacy and lobbying for libraries can therefore only succeed when librarians and information specialists work together to reach their common goals. Strong library associations are a prerequisite for a strong representation in society and the political arena; librarians should therefore also network with other stakeholders such as NGOs, schools, community centres, journalists and politicians. In addition, lobbying should start with the home institution and work performance that is as professional as possible. This involves all members of staff, who should be well informed about organisational policies and procedures, and thus able to represent their institution effectively. Lobbying and advocacy are long-term commitments and require special strategies and techniques. Ideas and tips are extensively available from web pages such as those of the ALA Office of Library Advocacy2 and IFLA’s “Campaign for the World’s Libraries”3.

“Acting locally, but thinking globally”: in several African countries and in many other parts of the world, librarians are trying to improve the political and financial situation in their institutions;

2 http://www.ala.org/ala/aboutala/offices/ola/index.cfm
3 http://www.ifla.org/en/at-your-library
it is always helpful to connect with others, exchange information and share experiences. There are many platforms for that: IFLA and its “best practice” database; the newsletter of the IFLA Africa Section; and library journals and email lists. Partners such as national library associations, the IFLA Africa Section, the Goethe-Institut and other similar organisations all help to bring together players in the field.

Libraries in Africa have a key responsibility to provide free access to information and support economic and democratic development. South African librarian Ellen Tise, IFLA President for 2009-2011, emphasizes this with her presidential motto “Libraries Driving Access to Knowledge”. For her this means “to highlight the critical active role that libraries have as the driving engines behind access to knowledge to all people, irrespective of who they are and what status they have. Libraries have to ensure equitable access to knowledge and advocate for the necessary resources to enable them to provide access to knowledge”.

Strong motives to continue with lobbying for libraries…

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4 http://www.goethe.de/wis/bib/fdk/en5648063.htm
LIST OF PRESENTERS
(Biographical details as provided by presenters in 2008)

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