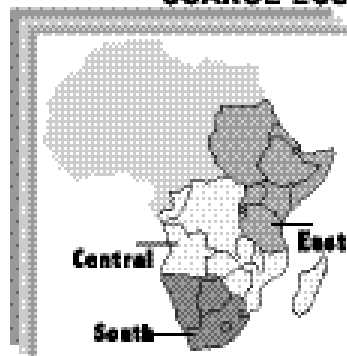


SCANUL-ECS



INASP
International Network
for the Availability of Scientific Publications

**LIBRARY CONSORTIA IN THE STANDING
CONFERENCE OF AFRICAN NATIONAL AND
UNIVERSITY LIBRARIES IN THE EASTERN,
CENTRAL, AND SOUTHERN AFRICA
(SCANUL-ECS) REGION**

**ACTIVITIES OF EXISTING AND
FUNCTIONING LIBRARY
CONSORTIA IN EAST, CENTRAL,
& SOUTHERN AFRICA**

**A REPORT OF THE CASE STUDY DONE ON
BEHALF OF THE INTERNATIONAL NETWORK
FOR THE AVAILABILITY OF SCIENTIFIC
PUBLICATION (INASP) 2002**

BEATRICE SEKABEMBE

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GAUTENG AND ENVIRONS LIBRARY AND INFORMATION CONSORTIUM (GAELIC)

1. Technikon South Africa

- Dr. Judy Henning Chairperson, GAELIC / Director, Library and Information Centre.
- Marie Botha, Manager, Information Systems also in Charge of the African Digital Library ADL.
- Ms. Anemarie Strydom, Manager, Document Delivery.
- Ms. Lindile Nhlapo, Manager, Acquisitions and Serials

2. Rand Afrikaans University

- Mrs. Hannie Sander, Chief Director, Library Services
- Mrs. Susan Veldsman - SASLI
- All Library Staff

3. University of the North Library

- Mr. John Tsebe - University Librarian
- Mr. E.L.Mothapo - Head, Reader Services

- Ms. Kgabi Chuene - Head, Acquisitions Section
- Ms. Choko Hlacywayo - Head, Cataloguing Section
- All members of Library staff

4. University of Venda for Science and Technology Library Services

- Dr. S.A. Brink - Director, Library Services

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CAPE LIBRARY CO-OPERATION (CALICO)

1. Cape Higher Education Consortium (CHEC) - CALICO Offices

- Mrs. Pat Busby - CALICO Director

2. University of Cape Town

- Library staff

3. Cape Technikon

- Mr. J. Adriaan Coetzee - Director, Library Services
- Ms. Lydia Zingoni - Senior Librarian, Technical Services
- Ms. Matilda Naidoo -

4. University of Western Cape

- Ms. Ellen Remona Tise - University Librarian / President of LIASA

5. University of Stellenbosch

- Dr. Johan Engelbrecht - Deputy Director, Library Services

PREFACE

After the May 2002 SCANUL-ECS conference in Johannesburg, the new SCANUL-ECS executive undertook to carry out a study aimed at finding out the activities and management of the existing consortia in the SCANUL-ECS region. This was in response to the recommendation made that emphasized library cooperation through consortia. Mrs. Beatrice Sekabembe, the Secretary of the new SCANUL-ECS Executive, spearheaded the study. She is a Senior Librarian and Head of the School of Education Library at Makerere University, Uganda.

The study was carried out in September 2002, in Johannesburg, Cape Town, and Pietersburg, all in South Africa. An in-depth study of the Gauteng and Environs Library Consortium (GAELIC), and the Cape Library Cooperative (CALICO), was carried out. The Coalition of South African Library Consortia (COSALC) was also included.

The East African university librarians were interviewed during a workshop organized by the Inter-University Council for East Africa in October 2002, at Bagamoyo in Tanzania.

Of the 35 higher education institutions in South Africa, the researcher visited 9 institutional libraries and interviewed library directors, staff, and students, either individually or in groups.

The following institutions were visited:

GAELIC

- Technikon South Africa at the Gold Field Library
- Rand Afrikaans University Library
- University of South Africa
- University of the North Library
- University of Venda Library

CALICO

- University of Cape Town Library
- Cape Technikon Library
- University of Western Cape Library
- University of Stellenbosch Library

To collect the necessary information for this study, the following methods were used:

- Unstructured interviews to individuals and focus groups
- Observations during Study visits
- Group Discussions in workshops where the researcher had opportunities to attend, e.g., East African University Librarians Workshop in October 2002, with a sub theme on library consortia.
- Correspondences via available communication channels such as e-mail, telephone, faxes and postal services.
- Documentary analysis of both available printed and electronic materials
- The Internet visits to available web sites.

INTRODUCTION

The 5th SCANUL-ECS 2002 meeting in Johannesburg, South Africa emphasized library cooperation through consortia as the best possible way of providing effective library services. With funding from INASP, the new SCANUL-ECS executive undertook to carry out a study aimed at finding out the activities of the functioning consortia as well as those at different levels of formation. The study was carried out between August and December 2002.

THE PROBLEM

The University and National Libraries in the SCANUL-ECS region realized the need to cooperate in order to address some of their resource sharing problems. They also realized the opportunities open to them through establishing consortia. The existing consortia were in various stages of formation.

The problem at hand was that the member activities as well as the management of the existing consortia in the SCANUL-ECS region were not known. No study had been carried out to address this problem, hence this study.

PURPOSE

The overall purpose was to promote library resource sharing and cooperation in the SCANUL-ECS region through consortia.

OBJECTIVES

The study aimed at investigating the current state of the existing library consortia in the SCANUL-ECS region. Specifically, the study sought to:

1. Find out the rationale behind the formation of consortia in the SCANUL-ECS region.
2. Investigate the methods used to manage the existing consortia.
3. Find out the different types of consortia in the entire region, their geographical as well as membership attributes.
4. Analyze the policies, plans, and areas of cooperation or agreements of each individual consortium
5. Find out the consortia activities on the ground in such areas like training, software acquisition, etc.
6. Investigate the functions as well as the challenge of consortia in as far as providing services to the end user were concerned.
7. Identify the opportunities of forming a Consortium of consortia and super consortiums in the SCANUL-ECS region.

JUSTIFICATION

It was hoped that the findings would be used to pave the way to improve the existing consortia at the same time encouraging those yet to be formed to also follow suit.

GEOGRAPHICAL SCOPE

The study covered the entire SCANUL-ECS region. This covers all countries in the Eastern, Central and Southern Africa. They are divided as follows:

The Eastern region covers:

Kenya, Uganda, Tanzania, Rwanda, Burundi, Ethiopia, Sudan, Djibuti, and Eritrea

The Central region covers:

Zambia, Zimbabwe, Malawi, Angola, Mozambique, Mauritius, Congo, Democratic Republic of Congo, and Madagascar

The Southern region covers:

Botswana, Lesotho, Namibia, South Africa, and Swaziland.

Within those divisions, samples were selected to represent the entire region and to make the study manageable. Purposive sampling techniques were used to select a sample for each of the 3 divisions as follows:

- i. **Eastern Region:** Uganda (because there is a consortium on the ground). Kenya and Tanzania were consulted to find out how far they had gone in forming consortia using the available communication facilities.
N.B. Rwanda and Burundi were left out because of the language barrier. Ethiopia, Sudan, and Eritrea were left out of site visits because of transport limitations but were analyzed through the available literature.
- ii. **Central Region:** Zimbabwe and Zambia were selected for the study. Although there was very little on the ground in regard to consortia activities, the two countries had moved very fast in forming library consortia in their respective countries.
- iii. **Southern Region:** South Africa was selected because all the already functioning consortia with reasonable experience, were already established. GAELIC and CALICO were selected for the in depth study because of their lengthy experience.

THE SCANUL-ECS REGIONAL MAP



- Eastern Africa
- Central Africa
- Southern Africa

LITERATURE REVIEW

Different studies have been carried out on the existing and functioning library consortia in South Africa. Darch and Underwood, (1999) remind us of the environment in which the library consortia in South Africa existed. They narrate the socio-political context, especially the unfortunate historical divide, the multi language issue where eleven languages are officially accepted, and the telecommunications infrastructure. All these are key issues in successful library cooperation. They further labored to explain the existing library sector with clear gaps between the historically advantaged institution libraries and the historically disadvantaged.

What is most exciting in this report is the fact that despite the strong divisions of the past, South Africa has spearheaded library cooperation through the consortia concept in the entire SCANUL-ECS region.

Alemna and Antwi (2002) provide useful hints in library consortia building in their review of consortia building among university libraries in Africa. These include different areas of cooperation as well as the benefits of forming consortia. Existing library consortia in Africa, their main objectives, activities, as well as problems, are highlighted.

Their study was carried in a broad perspective, covering the whole of Africa in general, but with some emphasis on South Africa, Ghana, Kenya, and Namibia.

Martey, (2002) also offers guidelines on building consortia to Nigeria and Senegal with facts drawn from the Ghana experience. He based his experience from a West African perspective, with a different social and economic environment from the Eastern, Central, and Southern African region.

Tsebe, Ledwaba, and Shokane, (2001) carry us through the current status of information and communication technology (ICT) in South African university libraries. They highlight the ICT's significant role in library cooperation through the consortial approach. They further provide in depth information regarding the South African Government initiative towards cooperative ventures, which led to the formation of the existing and functioning library consortia in South Africa in particular, as well as the entire SCANUL-ECS region as a whole. However, their report was limited to the role of the ICT in South African libraries. Other areas of library cooperation were outside their scope.

As the SCANUL-ECS member libraries focus more and more on regional cooperation, they should be mindful of past events to avoid negative effects. Drawing from the experience of the first US library consortium, the Illinois Library and Information Network, (ILLINET) established in 1965, Weech, (2002), warns of the dangers that killed the ILLINET after successfully functioning for 20 years. Some of the reasons given for failure were:

- Some special libraries that had entered the consortium with some concerns withdrew their support for interlibrary loan and document delivery because of the perception that there was a draining of specialized resources from their collections, which they needed to meet their mission to their primary users.

- The re-alignment of some of the major academic library members of the consortium with other academic members outside the original consortium group.
- State funding for the cooperative systems, capstone resource, and reference centers was cut when the state's economy dived. This led to reduced and/or delayed resource deliveries as some staff were retrenched because of the cuts

It should be noted, however, that by 1995, the ILLINET was using a system that was not compatible to a Z39.50 online catalogue system, which was recommended then. Adopting the recommended system was very expensive given the financial status then. Fortunately, member libraries in today's consortia have long seen the need of adopting common systems.

Lessons drawn from the ILLINET experience are that:

- in case of multi-type cooperation, each library should focus on its own kind, because they would have common interests as well as standards.
- all members should be included such that a cooperative venture does not die when the leaders leave
- technology is a factor that has an impact on resource sharing
- there should be constant monitoring and evaluations for timely solutions.

On the other hand, Peters, (2001) noted that today's consortia are more of 'buying clubs' than 'innovative clubs'. He stressed the need for transition towards innovation if academic libraries' consortia are to be more successful. He offered four practical suggestions for successful academic consortia. These are:

- Development of a focussed strategic plan with an insight of other consortia plans to which some member libraries may belong
- Use the International Coalition of Library Consortium (ICOLC) meetings and other conferences to develop and maintain good diplomatic relations with other consortial colleagues
- Look for opportunities for interconsortial cooperation.
- Cooperation at all levels should be a union of strength rather than a diversity of weaknesses.

South African university libraries, using their individual strengths, have succeeded so far in managing their consortia, as we shall see later in this report. This is a lesson other upcoming consortia in the SCANUL-ECS region should emulate.

In his concluding remarks on the lessons learned in the GAELIC 3 year experience, Edwards (1999) made some contributions on the factors necessary for a successful library consortium. Most of these factors were directed to the individuals concerned in the entire process of consortia building and management. The factors emphasized were as follows:

- To have a good communication and reporting system at all levels
- The need to attend meetings consistently
- To always seek and obtain consensus while making any major decision regarding the consortium
- To show commitment to the consortial cause
- To formalize arrangements
- To exercise democracy to ensure that opinions of smaller partners are also included
- To carry out feasibility studies, plan, and make written agreements for participation
- To share responsibilities and ensure that all staff are involved
- To use as much as possible, the existing infrastructure and hire the services of a

consultant when necessary.

- To recognize and accommodate differences
- To set standards for the consortium as well as keeping it manageable and moving
- To keep in touch with fellow members as well as partners in development

Finally, Edwards (1999) warned that cooperation should not be taken for granted and therefore the need for understanding and commitment to keep the consortium moving.

REGIONAL REPORT:

1. SOUTHERN AFRICA

INTRODUCTION

The Southern Africa region covers Botswana, Lesotho, Namibia, South Africa, and Swaziland. An in depth study was carried out only in South Africa, because it had the functioning library consortia at the time of this study. Botswana was reported to be in the process of forming a library consortia but was still in preparatory stages.

SOUTH AFRICA

A brief history of South Africa Universities

University education in South Africa dates back to 1873 when the first University of the Cape of Good Hope was established. This was followed by the establishment of the South African College in Cape Town, 1829; the College in Stellenbosch, 1865, and Rhodes University, 1904. In 1918, the South African College and Victoria College changed their names to the present day University of Stellenbosch and University of Cape Town respectively. The University of the Witwatersrand was established in 1922 from the School of Mines. All the above were established for the white community, SAUVCA, (2002)

The missionaries established the first college ever for the South African natives in 1916 and only gained university status, known as the University of Fort Hare in 1951. Other universities were later established, the biggest being the University of South Africa, a federal university with a number of colleges that later became full-fledged universities.

Through the famous 1959 Extension of University Education Act, black students were barred from the historically white institutions. The act allowed the opening of segregated universities instead. The following were established under this arrangement: the Universities of Durban-Westville, Western Cape, Zululand, and the North. This racial division because of apartheid, led to obvious duplication of efforts.

The higher education sector in South Africa comprises of 21 Universities and 15 Technikon. These are divided along racial lines and reflect past social inequalities of race, gender and geographic location hence the reference to “historically white institutions” (HWI) and “historically black institutions” (HBI). The system was designed to perpetuate white privilege and black subordination and this was reflected in levels of resource allocation with obvious implications for HBI Libraries. According to the SAUVCA (2002), by the 1960s of the 62,000 university students in South Africa, only 5000 were not white. Efforts towards removing the racial bias started in 1980s when a limited number of black and coloured students were allowed into the white dominated universities. It is reported that by this time the number of enrolled students had come closer to 150,000 white students and 120,000 blacks, coloured, and Indian students.

The new education reforms are focussed on correcting existing imbalances leading to the “size and shape” debates whose aim was to bridge the gap between the historically disadvantaged universities or historically black institutions (HDUs or HBIs) and the historically advantaged universities or historically white institutions (HAUs or HWIs). The Ministry of Education has recently announced the merging of 35 institutions, in order to reduce the number to 21 institutions as a way of removing the historical divide as well as reducing the duplication.

During the transformation of the higher education sector, state owned institutional co-operation through the consortia concept was emphasized. In that spirit state owned institutional libraries, of both universities and technikons have joined hands to provide information services through the formation of consortia.

BACKGROUND TO THE CONSORTIA CONCEPT

Most of the consortia concept in South Africa started with the higher education institutions, the parent institutions for libraries. Library consortia were projects within respective parent higher education consortia. Therefore, although the library consortia in South Africa have differing missions, they all tend to follow a similar trend, a fact that has enhanced their cooperation.

THE HIGHER EDUCATION CONSORTIA IN SOUTH AFRICA

There are five higher education consortia in South Africa, (Tsebe, et al ,2001). They are:

- Eastern Cape Higher Education Association (ECHEA) based in Port Elizabeth, in the Eastern Cape province
- Eastern Seaboard Association of Tertiary Institutions (esATI) based in Durban in Kwazulu/Natal
- Forum of Tertiary Institutions in the northern Metropolis (FOTIM) based in Johannesburg and bringing together institutions in the Gauteng province and its environs. The environs include North West Province and the Limpopo Province (previously Northern Province).
- Free State Higher Education Trust (FSHET) based in Bloemfontein in the Free State province
- Cape Higher Education Consortium (CHEC) based in Cape Town in the Western and Northern Cape province

All the above consortia are engaged in co-operative projects and activities among which are library consortia. So far there are five library consortia; these are:

- Cape Library Cooperative (CALICO)
- Gauteng and Environs Library Consortium (GAELIC)
- Free State Library and Information Consortium (FRELICO)
- Eastern Seaboard Association of Libraries (esAL)
- South Eastern Alliance of Library Systems (SEALS)

The table below shows the higher education consortia in South Africa with their individual library consortia projects.

Higher Education Consortium	Library Consortium	Province	Base City	Date of Library Consortia Formation
HEC	CALICO	Western Cape	Cape Town	1992
DTIM	GAELIC	Gauteng & Environs	Johannesburg	1996
CHEA	SEALS	Eastern Cape	Port Elizabeth	1994
SATI	EsAL	Kwazulu Natal	Durban	1997
SHET	FRELICO	Free State	Bloemfontein	1996/7

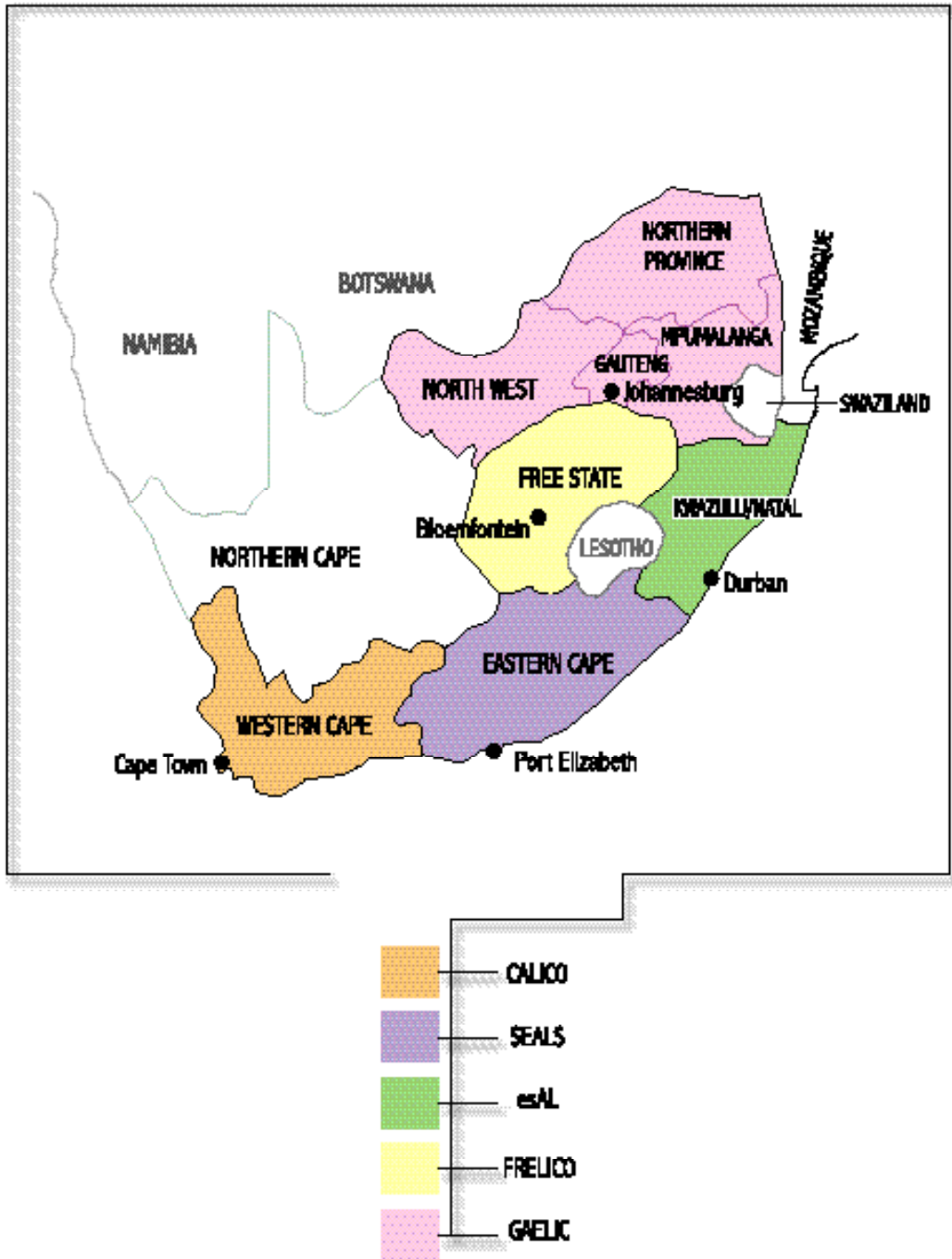
THE LIBRARY CONSORTIA

The consortia concept has been around in South Africa, for almost a decade. It started with the establishment of CALICO (Cape Library Cooperation) in 1992. To date there are five (5) library consortia which have formed a coalition as the overall consortium. All the five, formed a mother consortium called Coalition of South African Library Consortia, COSALC. Please find the five library consortia as they are distributed in the map on page 10.

N.B. CALICO is only in the Western Cape. Northern Cape had not yet joined CALICO although its institutions are members to the Cape Higher Education Consortium (CHEC)

The map below shows the distribution of the library consortia in South Africa.

Distribution of the library consortia in South Africa.



RATIONALE FOR THE LIBRARY CONSORTIA IN SOUTH AFRICA

To understand the rationale behind the formation of the library consortia, there is need to understand the history of the South African institutions of higher learning . Until the early 1990s, South Africa was heavily divided both economically, politically and socially between the “Whites” and the “Blacks”, (where blacks is used here to refer to all blacks, coloreds, and others) as a result of apartheid. The division led to duplication of higher education efforts as well as of resources. Thus there were institutions for whites only and blacks.

The cooperation of state owned higher education institutions was a state initiative to bring the institutions together in order to bridge as much as possible, the historical divide as well as reduce the duplication of efforts and resources in higher education sector. Similarly, library cooperation through the consortia concept was used as a way of bridging the gap in library services of the cooperating institutions. All the current member institutions are state owned. Private institution membership was still under consideration.

Below, is a report of the study carried out on CALICO, GAELIC and COSALC. Brief reports of the other remaining library consortia, FRELICO, esAL, SEALS are also included.

HISTORICAL BACKGROUND OF INDIVIDUAL LIBRARY CONSORTIA IN SOUTH AFRICA

Cape Library Cooperative, (CALICO)

CALICO is a consortium of the libraries in the five tertiary education institutions of the Western Cape. It was established in October 1992 under the umbrella of the Cape Higher Education Consortium (CHEC), previously Adamastor Trust. CALICO was started as a project aimed at stimulating economic development and promoting information literacy through information services that enhance the provision of information to all who need it, when they need it and in the form they want it. CALICO is therefore the pioneer consortium in South Africa.

Gauteng and Environs Library Consortium (GAELIC)

GAELIC was established in April 1996, with the view to combine forces to obtain a common library system and it was envisaged as a solution to severe budgetary constraints that were being experienced by libraries. This was also in response to the changing technological requirements in the higher education sector of South Africa through the Government call for tertiary institutions to co-operate and become more cost-effective.

This Government call came at a time when the Andrew W. Mellon Foundation of Boston, USA showed interest in supporting learning institutions, especially library systems. Mellon Foundation, however, wanted to support groups rather than individual libraries.

Librarians of FOTIM member institutions, with a representative from the Mellon Foundation, came together and worked out logistics of forming a group. The result was the formation of GAELIC.

Eastern Seaboard Association of Libraries (esAL)

The esAL is a co-operation among libraries within the institutions in KwaZulu Natal region in terms of an agreement signed between the librarians and Vice Chancellors. It is aimed at creating a common, effective, cost-efficient library resource for students and academics in the region.

The rationale behind the formation of esAL was to advance the aim of wider accessibility and more

efficient dissemination of knowledge of information, through a regional library resource.

Free State Library and Information Consortium (FRELICO)

FRELICO is a project of the FSHET, covering institutions in the Free State province. It was formed in 1996, as part of the Andrew W. Mellon Foundation grant to plan for the utilization of electronic networks to expand access to library and study materials in South Africa's Free state province. The FRELICO vision is using electronic means to expand access to research, study and information materials in the Free State to meet the needs of the tertiary student, academic and research communities. Within that vision, its mission is to organize the relevant collections of the participating institutions into a single computerized system providing access to information resources.

South Eastern Academic of Libraries Systems (SEALS)

SEALS was informally established in 1987, but was only formalized as a consortium in 1994 as a project for ECHEA. It is based in Port Elizabeth. It served as a communication platform for library IT, Inter-library loans agreements between the member libraries, exchanged information on matters of common interest, made or envisaged new changes, shared experiences, as well as supporting and encouraging development.

Coalition of South African Library Consortium (COSALC)

COSALC, a consortium of all the existing library consortia in South Africa, was established on 2nd July 1999 and includes all the five regional academic consortia in South Africa. Its main operational and managerial focus is at a national level and is therefore committed to promoting and supporting national co-operative initiatives.

The vision of COSALC is to enhance access to information and the sharing of resources to benefit the clients of library consortia in South Africa through national cooperation.

The rationale behind the formation of COSALC was broadly due to the following:

- The need to share information and to cut down costs. This was a major concern of the Department of Higher Education in South Africa.
- To bring in the national component to avoid duplication and overlap of efforts and resources of member libraries within consortia.
- Interest of international donors in national groupings rather than individual.

COSALC has the following binding documents:

- A Memorandum of Understanding
- A Marketing Plan (*the current one is under review*)

These legal documents are formulated by a small Working Group of selected members, who make a draft that is distributed to members for comments and finally approval.

COSALC has also prepared a Discussion document: *National Strategy on Access to Electronic Information*, which is to be workshopped with other national stakeholders early in 2003.

Objectives of COSALC

As a national consortium of consortia, the focus of COSALC is to:

- Extend regional partnerships to national partnerships for collaborative collection building and distribution of information, for the benefit of LIS clients in South Africa
- Encourage international co-operation and understanding among academic, research libraries and educators
- Maintain at national level a prominent profile in planning and decision making to develop and influence information policy.
- Promote acquisition and utilization of compatible hardware, software and on-line services
- Negotiate joint license agreements for full text information
- Co-operate in the establishment of ICT infrastructure suitable to the current and future needs of the higher education and research sectors
- Participate in the creation of a high quality national bibliographical database
- Provide development opportunities for academic and research libraries and thus enhance their ability to provide superior services
- Establish and maintain co-operative relationships with groups/consortia of libraries other than academic and research libraries, with a view to promoting optimal resource sharing among libraries of all types in the national interest
- Share in the advantages of economies of scale
- Act as an advocacy channel to Government and other bodies
- Actively seek sponsorship

All the five library consortia in South Africa are members of COSALC. They are CALICO, GAELIC, SEALS, esAL, and FRELICO. Full membership is restricted to academic and research library consortia. Other consortia, institutions or bodies who support the aims of COSALC may apply for associate membership to participate in the activities of COSALC.

Currently, 35 individual institutions, both universities and technikons are members. Other members include the National Library of South Africa, the Library and Information Association of South Africa (LIASA), the consortium for the technikons, the Network of Executive Directors of Academic Consortium (NEDAC).

Private institutions are, for the time being, excluded because they tend to focus on profit making and yet COSALC is non-profit making. Government or state owned institutions are not for profit making. Information vendors also exclude private institutions. Membership qualifications demand that institutions must be members of an academic consortium.

COSALC is a member of the International Coalition of Library Consortia (ICOLC) and the multi-country consortium, eIFL (Electronic Information for Libraries).

MEMBERSHIP OF INDIVIDUAL LIBRARY CONSORTIA IN SOUTH AFRICA

All member institutions in the current library consortia in South Africa are state owned. The map on page 12 shows the distribution of the library consortia in South Africa. Below are the member institutions of each consortium.

1. CALICO

CALICO has five member libraries; they include:

1. Cape Technikon Library Services
2. Peninsula Technikon Library
3. University of Cape Town Libraries (UCT)
4. University of Stellenbosch Library (US)
5. Library of the University of the Western Cape (UWC).

CALICO is a member of COSALC, an umbrella consortium of all consortia in South Africa. Outside South Africa, CALICO is also a member of the following:

- International Coalition of Library Consortia (ICOLC)
- Library Consortia Documents Online

Currently, CALICO member institutions are divided between the historically advantaged and the disadvantaged. University of Cape Town and the University of Stellenbosch belong to the old and historically advantaged establishment. The University of the Western Cape on the other hand, is historically disadvantaged.

According to the CALICO director, there was a move by the CHE in South Africa to reduce the 36 current institutions to about 21, by merging some of them. Unpopular as the move may be, it is being done for economic reasons as well as bridging the historical divide existing in South Africa.

2. GAELIC

GAELIC consists of 16 institutions, both universities and technikons. They are all state owned and members of FOTIM and membership is by institution. The criteria for membership of GAELIC considers the following:

- i) Library collection, i.e., size, circulation, quality, adequacy, institutional commitment to sustain and maintain core collection at an appropriate level through a collection development policy, and regular updating of library holdings to the South African National Union Database, SACat.
- ii) Information technology and support in all areas necessary for resource sharing, e.g., Internet connectivity, local area networks (LANs), work station infrastructure, evidence of compatibility with the GAELIC systems
- iii) Institutional funding mechanism, evidence of sustainability and commitment.
- iv) Institutional characteristics, i.e., Institution mission, Location and size of population to be served
- v) Library staff ability and willingness to support the managerial and technical cooperative services.
- vi) Materials delivery especially Interlibrary loans, document supply and participation in the GAELIC Courier service.

The current member institutions of GAELIC include:

1. Medical University of Southern Africa (Medunsa)
2. Potchefstroom University for Christian Higher Education (PUCHE)

3. Rand Afrikaans University (RAU)
4. Technikon Northern Gauteng
5. Technikon Pretoria
6. Technikon North West
7. Technikon Southern Africa
8. Technikon Witwatersrand
9. University of Pretoria (UP)
10. University of South Africa (UNISA)
11. University of the North (UNIN)
12. University of North West
13. University of the Witwatersrand (WITS)
14. Vaal Triangle Technikon
15. Venda University (UNIVEN)
16. Vista University

It should be noted that GAELIC is still a project and NOT a legal entity. Although institutions are state owned, students pay tuition fees. Part of library funding and subsidies are from this source.

3. esAL

Libraries in the institutions that form the esATI are all members of esAL. They include:

1. Durban Institute of Technology (DIT) (previously M.L. Sultan Technikon and Technikon Natal)
2. Mangosuthu Technikon
3. Technikon Natal
4. University of Natal
5. University of Durban – Westville (UDW)
6. University of Zululand (UZULU)

4. FRELICO

FRELICO has six member institutions, namely,

1. University of Free State
2. Technikon Free State
3. Mangaung Local Municipality Library Services
4. Sasol Library
5. Vista University (Welcom and Bloemfontein campuses)
6. University of the North at Qua Qua.

5. SEALS

SEALS is composed of seven member institution libraries. They include:

1. Border Technikon
2. Eastern Cape Technikon
3. Port Elizabeth Technikon
4. Rhodes University (RU)
5. University of Fort Hare (UFH)
6. University of Port Elizabeth (UPE)
7. University of Transkei (UNITRA).

THE DIFFERENT LIBRARY CONSORTIA STRUCTURES IN SOUTH AFRICA

Library consortia in South Africa follow different organizational structures.

This seems to be a result of the different governing bodies on the one hand and the consortia objectives on the other. Nevertheless they are all reasonably effective and have already produced good results. Below are the organizational structures for CALICO, GAELIC, and COSALC.

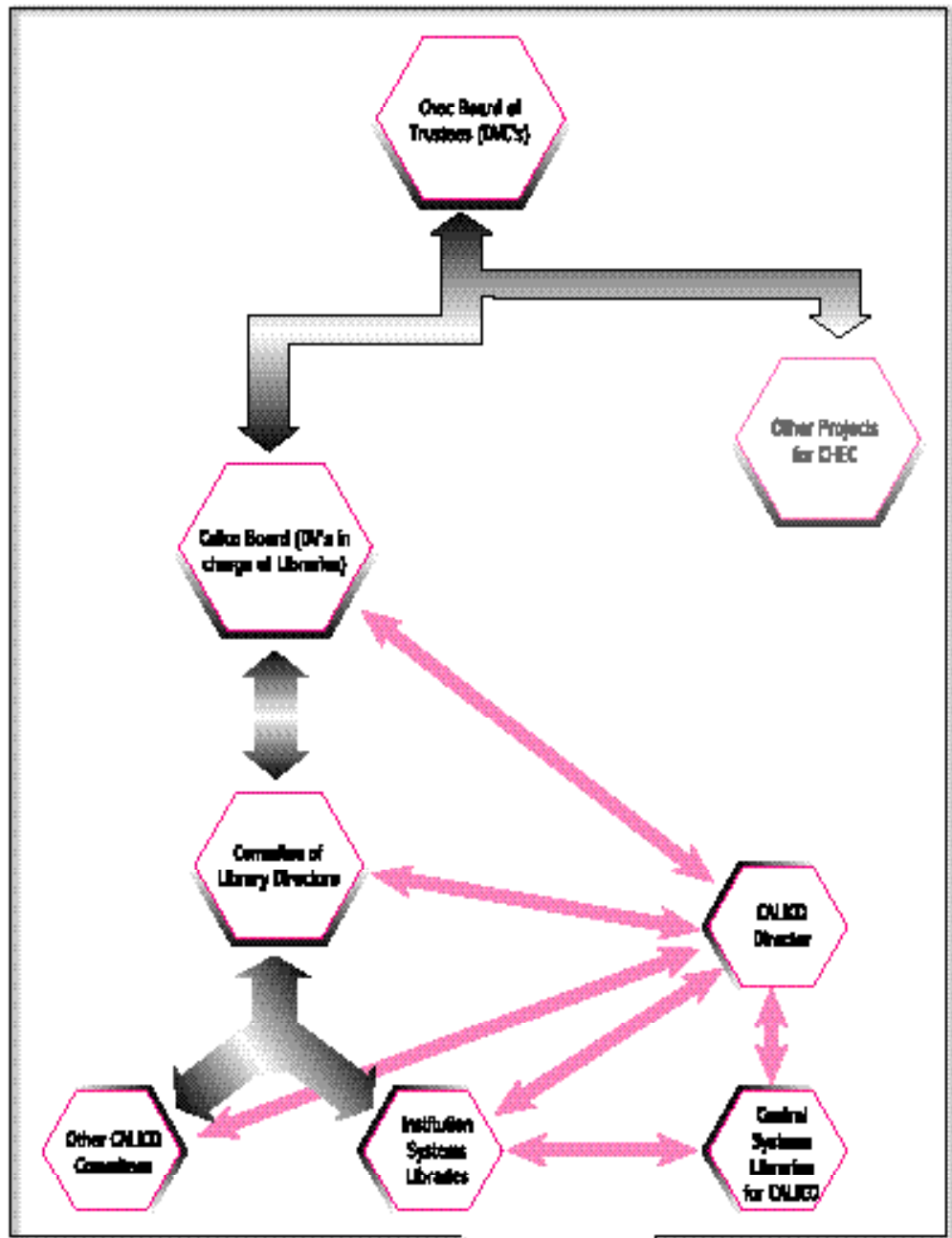
What is significant about all the structures is the involvement of the institutional parent bodies under which they are formed as projects. This is important for decision making as well as implementation purposes.

1. CALICO Structure

A group of 7 trustee members heads CALICO and is formed of representatives from member libraries and a representative from the Cape Higher Education Consortium (CHEC). The CALICO Board is formed of 9 members, also drawn from member institutions. A director heads the administrative structure. The current director is Mrs. Pat Busby. The CALICO Director is appointed by the CHEC Board of Trustees and is therefore, not a direct representative of the institution libraries although she works very closely with them. According to the CALICO director, this is a simple mechanism the CHEC uses to control the libraries since it provides the funding.

The diagrammatic structure of CALICO is on page 17

DIAGRAMMATICAL SKETCH OF THE CALICO STRUCTURE



Key
 CALICO Cape Library Cooperative
 CHEC Cape Higher Education Consortium
 DVC Deputy Vice Chancellors

2. GAELIC STRUCTURE

GAELIC is a FOTIM project, governed by a Board of Directors drawn from member institutions. A Chairperson heads the GAELIC Board. It is composed of the Chairperson, currently Dr. Judy Henning, the Deputy Chairpersons, and the Treasurer. Next in line is the Strategic Management Team (SMT), under which other focus area teams are included. There are 3 workgroups in charge of finance (GAELIFin), marketing (GAELMark), and management information (GAELMif) under the Business Management Team.

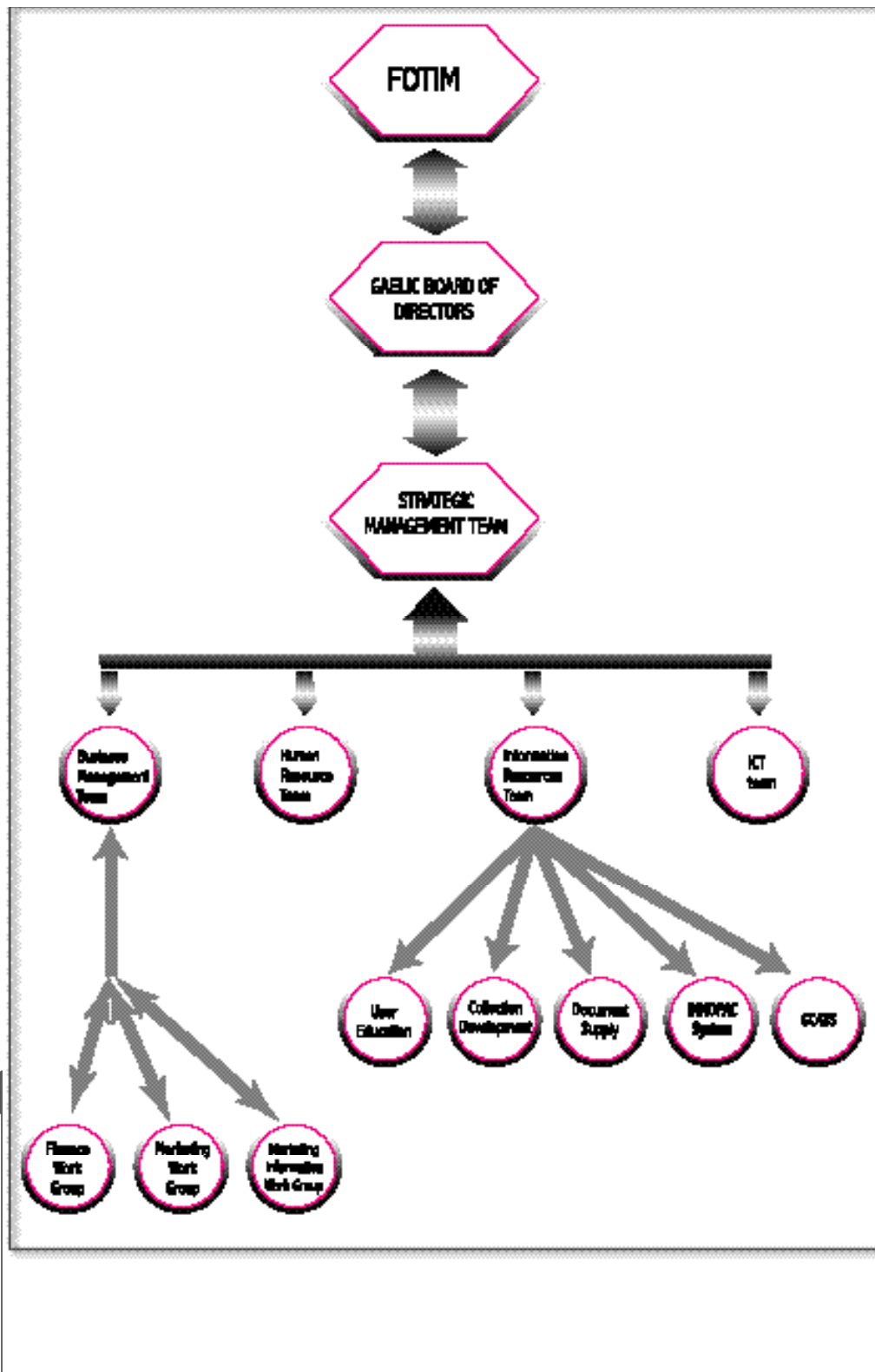
Others are the Human Resources Team, the Information Resources Team, which includes: Collection development, GCATS, Document Supply, INNOPAC System (a library integrated software), User Education, and the Information and Communication Technology, ICT.

The reporting system follows lines of communication in the structure as shown in the diagram. Below is the diagrammatic GAELIC Management structure.

Please find the GAELIC Diagram on page 19

THE GAELIC STRUCTURE

DIAGRAM



Information regarding the implementation of the CALICO structure was not available to the researcher. As for the GAELIC, with the structure in place, the ground was ready for implementation of its objectives. The University of South Africa, UNISA library had carried out a study of the existing situation in GAELIC member libraries. The study revealed that member libraries were at different levels of development. Whereas some libraries had the necessary tools for cooperation, such as connections, automated collections, etc., others did not have those facilities. Human cooperation was therefore necessary for the more advanced institutions for capacity building within member institutions that were less fortunate.

Through evaluation of what existed in member libraries, all members accepted to use the INNOPAC library system. There was need to install the system into those institutions that were not connected; also to help those institutions using other systems to change to INNOPAC.

The Andrew W. Mellon Foundation had already expressed its willingness to fund the purchase of a common library software system for libraries in the area in order to facilitate resource sharing. A funding proposal was submitted to the Foundation and was accepted. A committee, the GAELIC System Implementation Management Committee was formed to carry out this project.

The implementation of the INNOPAC system was done in 3 separate but manageable phases as follows:

Phase I: valued at US\$ 1.5 million from Mellon Foundation, started in 1996. Pierre Malan of SABINET Online, was contracted to manage the technical aspects of the implementation in the 6 member institutions.

Phase II: valued at US\$ 1.2 million, was the implementation in the 6 other member institutions that started in 1998.

Phase III: valued at US\$ 678,000 started in 2000 and included the remaining 4 member institutions. This phase also included two FRELICO members, the University of the Free State and the Technikon Free State.

GAELIC Reporting System

All teams prepare reports, which are compiled in the Annual Report. The parent institutions' involvement stops at providing funding and receiving the Annual evaluation reports. So far, the parent institutions have been both very encouraging and supportive.

6. COSALC STRUCTURE

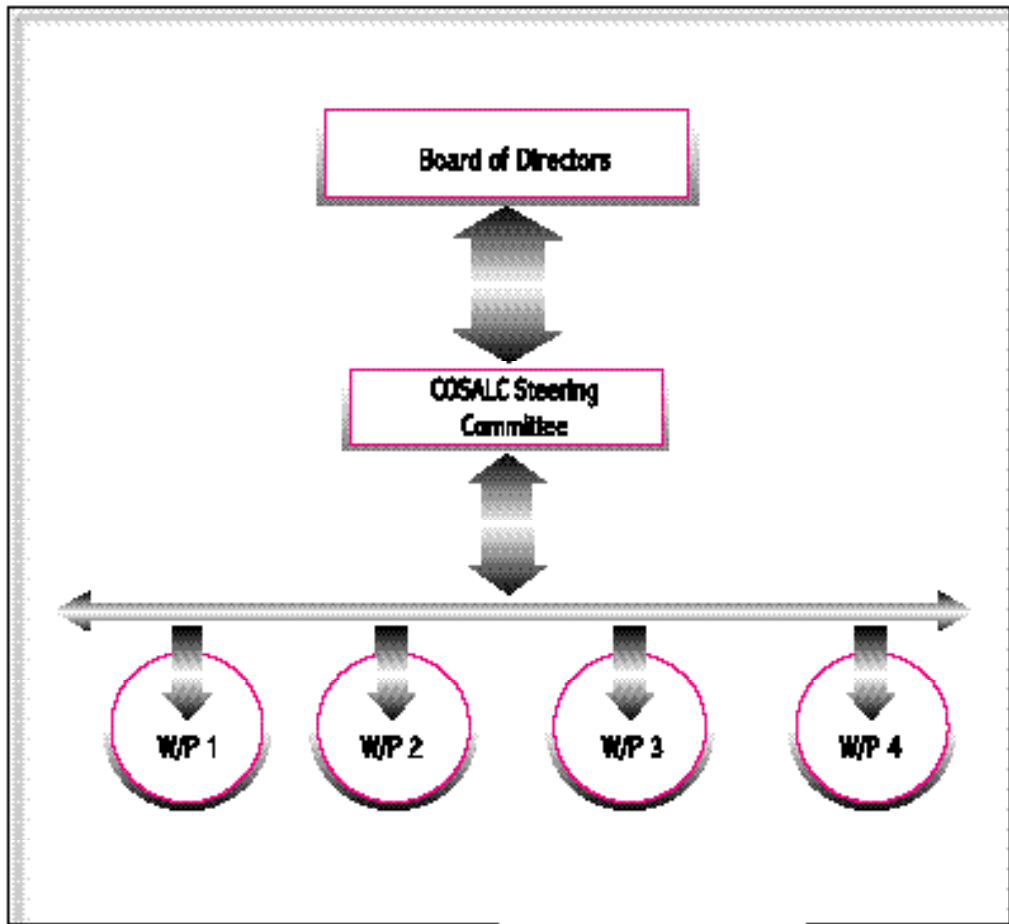
COSALC is (expected to be) managed by a small Steering Committee comprising of the Chairperson, Deputy Chairperson, Secretary, and a Finance Committee. Currently, the post of Secretary is not yet filled, making a heavy load for the Chairperson.

The Steering committee is elected from able members drawn from member institutions.

The evaluation and reporting mechanism follow the lines of communication as indicated in the structure, and is mainly through the production of Annual and Financial Reports.

These are presented at meetings where they are discussed and the way forward made.

COSALC STRUCTURE



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KEY
W/P - COSALC work/Project Groups
W/P 1 - SASLI
W/P 2 - Marketing Team
W/P 3 - Full Text Database Workgroup
W/P 4 - etc

FUNDING MECHANISM USED BY LIBRARY CONSORTIA IN SOUTH AFRICA

CALICO

Funding in CALICO comes out of:

- Subsidies from student tuition fees based on student numbers.
- Donations from partners in development

GAELIC

The sustainability of GAELIC is mainly through:

- Annual institutional membership fee to FOTIM, where subsidies are then given to GAELIC. The membership fee is calculated according to student numbers. (N.B. Students pay tuition fee despite the fact that member institutions are state owned).
- Donor funding, e.g., the Mellon Foundation helped with starting off and the implementation of the INNOPAC system.

COSALC

To sustain COSALC, funding is realized from:

- Funding from the South African Department of Education
- Contracts from outside agencies for which payment is made.
- Grant (through application) from the Open Society Institute (OSI) in Budapest
- Hope to start membership fee subscriptions sometime in 2003

PROJECTS IN SOUTH AFRICAN LIBRARY CONSORTIA

1. CALICO PROJECTS (Complete and Ongoing)

Project 1: The ALEPH library system that allows users from any CALICO member library to access information.

Project 2: Cooperative Journals project aimed at speedy information delivery to users. It prevents the erosion of the journal base in the Western Cape by identifying core journals and providing access for intensified usage.

Project 3: ARIEL document transfer system which allows library access to Ariel-connected libraries around the globe for rapid transfer of document images, e.g., journal articles.

2. GAELIC PROJECTS (Complete & Ongoing)

Some of the projects include Marketing, Training, Cataloguing, User Education. African Digital Library, ADL, a World Bank project is being managed at the Technikon Southern Africa.

3. esAL has the following 3 projects:

Project 1: aiming for a single catalogue and electronic interlibrary loan system

Project 2: aiming to eliminate unnecessary duplication of journals, indexes and abstracts

Project 3: regional core course in library-user education aiming for nationally acceptable standards that can be subjected to NQF assessment

4. FRELICO Projects

Projects focus on five areas for potential cooperation. They are:

- Installation of the INNOPAC Software
- Shared computerized regional data base / catalogue
- Document Delivery Systems
- Cooperative Journals
- Orientation, training and continued education needs of library users and workers with respect to enhancing technical skills in the libraries

6. SEALS Projects

The current SEALS projects are:

- The sourcing of funds
- The common online integrated library system (III'S Millennium)
- Digitisation of theses and dissertations
- Development of an information Literacy programme

7. COSALC CURRENT PROJECTS

The following are some of the COSALC projects:

- The South African Site Licencing Initiative (SASLI) (main COSALC project; the Project Coordinator is Ms. Susan Veldsman). The SASLI Project aimed at negotiating national licences on behalf of its members.
- The National Audit Electronic Information Resources Database will be the major product when it is completed. It is hoped to be produced on CD-ROM
- A Service Level Agreement (*in the offing*)
- Evaluation Criteria for Electronic Databases
- A compiled Core Selection of Databases for South Africa (*in the offing*)
- The National Strategy on Access to Electronic Information,
- JSTOR - an archive of journals in the Sciences, the Social Sciences, and the Humanities, in electronic format.
- EBSCO Host Database
- Beilstein / Gmelin Organic and Inorganic Chemistry, 14 institutions are currently participating.

Other projects where COSALC is actively involved include:

- Access to electronic information
 - eIFL Direct Project, a multi country consortium. COSALC is just a member
- ICT is COSALC's major concern, since COSALC's main focus is access to electronic information which depends on ICT. There is a big gap of ICT infrastructure in South African institutions.

Other areas of cooperation that are not directly ICT based include:

- Human Resources, specifically capacity building, and
- The concept of togetherness and sharing of expertise

LIBRARY CONSORTIA BENEFITS

Library cooperation through consortia has benefited libraries at individual institutional, national, regional, and international levels. Below are spelt out some of the benefits:

CALICO Benefits

1. Information Resource Sharing:

Electronic information resources are shared through the ALEPH, a shared library system of the five institutions that form the consortium. It is valued at R13 million and is externally funded. This system allows students and staff from member institutions to access shared databases. Physical information resources are shared through physical library visits, as well as inter library loans. Students in third year and above have borrowing privileges from any CALICO member library.

2. Speedy Document Delivery and Access:

The Cooperative Journals Project is ongoing. It is aimed at preventing the erosion of the journal base in the Western Cape, by identifying the core journals and providing access for intensified usage to the journals. The project also aims at speeding up information delivery to clients while allowing them the convenience of access in any networked work station by availing journals online so that they can be directly accessed from works on the various campuses.

3. Document Transfer:

Through the ARIEL document transfer system, CALICO allows its members access to the ARIEL-connected libraries around the globe for the purpose of rapid transfer of document images, such as journal articles. The ARIEL is externally funded.

Gaelic Benefits

The formation of the GAELIC has benefited libraries individually, nationally, regionally, as well as internationally. Some of the benefits include:

1. Sharing of information resources
2. Availability of the common INNOPAC system that facilitates resource sharing
3. Financial Cost effectiveness, e.g., the ICT systems
4. Capacity building e.g., many members benefited from the DoE/EU HE Libraries program, a major redress project
5. Promotion of co-operation
6. Co-operative acquisition of electronic databases (e.g., MathScinet, ScienceDirect, EbscoHost, Web of Science)
7. Elimination of unnecessary duplication
8. Improvement of Inter Library Loan (ILL) services through the use of a courier (van) for books and electronic system via ARIEL for journals
9. Donor support, that encourages groups rather than individual institutions
10. Training, through workshops, etc.
11. Reduced prices for publications, databases, through joint strong bargaining power with vendors
12. Improved subject collections to individual libraries
13. Sharing of databases and other information resources at national level
14. Workshops at regional levels.
15. Users from member institutions are allowed to use library facilities on presenting letters of introduction.
16. Participation in, and discussions of Multi-Country Consortium (MCC) at international level.

esAL Benefits:

1. A dedicated Inter-library loan courier service
2. Cross-sectional library membership for staff and graduate students
3. Shared library staff development programmes
4. Jointly developed modules for student orientation, and
5. Cost-savings through shared journal and abstract holdings.

COSALC benefits:

- A huge discount on electronic journals
- Improved access to information in South Africa and beyond

SEALS benefits

- Open communication between libraries in Eastern Cape
- Free interlending amongst SEALS member libraries
- Support for the introduction of the Common Library System
- Sharing databases
- Academic staff lending privileges (with letters of introduction)
- Participation at various forums

2: EASTERN AFRICA

INTRODUCTION

The SCANUL-ECS regional concept of the Eastern region covers the following countries:

- Kenya
- Uganda
- Tanzania
- Rwanda
- Burundi
- Ethiopia
- Sudan
- Djibuti, and
- Eritrea

Unlike the library consortia in South Africa which recognize only the public/state owned institutions, those countries in the Eastern African region who have embraced the consortia concept, also embraces all institutions, both public and licenced private institutions. By press time, only Uganda, Kenya, and Tanzania had made moves towards library cooperation through the formation of consortia.

These consortia however, are in different stages of formation. They are not yet fully functional. Leading the way is Uganda, which had already inaugurated its library consortium, the Consortium of Uganda University Libraries (CUUL). Kenya was closely following in the footsteps with its Kenya University Libraries Committee, (KULC). This committee was focussing on becoming the Kenya University Libraries Consortium, (KULC).

Tanzania was still working out the modalities of forming a library consortium. It had already prepared a draft of the memorandum of cooperation and had already proposed a name as the Consortium of Tanzania University Libraries (COTUL). Below are brief reports on the CUUL in Uganda and the KULC in Kenya. Tanzania had not generated much.

UGANDA: Background to Institutions of Higher Learning

Before the 1990s, Makerere University, which was established in 1922, was the only institution of higher learning in Uganda. To date, there are 12 registered universities, both private and state owned.

During the 1970s to early 1980s, Uganda witnessed a decline of its social and economic services due to bad governance. Because of its dependence on state funding, Makerere University in general and the Library in particular were adversely affected, resulting in high staff turnover and a general breakdown of the services. The state could no longer give the necessary support and, as a result, the Library like other university divisions, had no resources to acquire new materials, neither could it maintain the few remaining ones. The physical infrastructure was run down due to lack of maintenance.

Users had to scramble for the few remaining books leading to selfish behavior like book mutilation and outright theft of valuable documents. As a result, the once open access, friendly library environment was changed to a closed access, an arrangement that keeps the vital books in a sort of prison, away from the intended users, (Sekabembe, 1997).

Institutions of higher learning and their libraries were also affected, firstly by the changing Government policies that encouraged Universal Primary Education thus diverting higher institution funds to the primary section, and secondly, the increasing student enrollment that do not match the existing library capacity.

The above two situations led to the establishment of private institutions and hence increased libraries.

Rationale Behind the Formation of Consortium of Uganda University Libraries, CUUL

In May 2000, the Inter-University Council for East Africa (IUCEA) held a workshop for public university libraries in the East African region at Moi University, Kenya. Recommendations from the papers presented emphasized the need to cooperate for effective services. As a way forward, a Task Force Committee comprising of representatives from university libraries in the three East African Countries was formed. Their task was to work out possible areas of cooperation and to elect one private university library representatives from each country to be co-opted on the task force.

The task force of 6 members (from both public and licensed private universities) was to write one document, the East African Areas of Library Cooperation, which was expected to be presented to the East African Community, in Arusha

The IUCEA was to facilitate these efforts because it is the umbrella body that brings together all universities in East Africa.

The Ugandan representative to the formed East African Task Force was Mrs. Beatrice Sekabembe. As a way forward, and in compliance to the task given to her, she brought all professional librarians together in a workshop.

It was in the Workshop held at Makerere University, Faculty of Forestry, between 28th - 29th August 2000, that university libraries in Uganda realized the need to cooperate. The theme of the workshop was "Library Cooperation for Effective Provision of Information in Uganda and Beyond" Members, drawn from 10 public as well as licensed private higher institutions resolved to set up a Consortium of the Uganda University Libraries (CUUL) to handle the matter. A Task Force Committee was formed to write the CUUL Constitution and the CUUL Memorandum of Cooperation.

In the 2nd General Meeting held at the Uganda Christian University, Mukono on 24th January 2001, members elected an executive committee that would pave the way forward for the CUUL. The CUUL Constitution and the CUUL Memorandum of Cooperation were inaugurated in December, 2001.

The CUUL vision is a consortium that will be an international shining example as an information organizer and disseminator. The mission is to ensure the provision of the effective library and information services by Uganda University Libraries through cooperation and resource sharing.

CUUL is bound by two documents, the CUUL Constitution endorsed by all the Vice Chancellors / Principals of member institutions, and the CUUL Memorandum of Cooperation.

KENYA

Currently, Kenya's hope of forming a consortium lies in the existing Kenya University Library Committee (KULC). The Kenya Public University Libraries Committee, KPULC formed this committee through the Kenya Public University Vice Chancellors' Committee (KPUVCC), an umbrella body of the top university executives (managers) in Kenya.

The KPULC was formed in around 1986, when the Kenyatta and Jomo Kenyatta Universities had just been inaugurated.

Rationale behind the (proposed) Kenya University Library Consortium (KULC)

As a result of the above two newly established universities, there was need for resources sharing and hence the formation of KPULC. This committee was formed under the umbrella of the Vice Chancellors' Committee as a project. Both the Vice Chancellor's Committee and the KPULC are still informal.

After the East African Public University Librarians Workshop in Moi University in May 2000, the private university libraries in Kenya were incorporated in 2001, by the Kenya Public University Libraries to form the Kenya University Library Committee (KULC). It is this body that has the potential to form a consortium for the Kenya University libraries. With private universities, whose Vice Chancellors are not members of the Public Universities Vice Chancellors' Committee, the newly formed KULC is now transforming itself into a library consortium. This is also a follow up of the current SCANUL-ECS and Association of African University (AAU) trend of encouraging cooperation through consortia.

MEMBERSHIP : UGANDA

According to Article 1 of the CUUL Constitution (2001), all University Libraries in Uganda, both public and licensed private universities, plus other licensed degree awarding institutions, are eligible members.

The current CUUL membership is as follows:

Public University Libraries:

1. Makerere University Library
2. Kyambogo University Library
3. Mbarara University of Science and Technology (MUST) Library
4. Gulu University of Agriculture and Environment Library (joining soon)

Private University Libraries

1. Ndejje University Library
2. Bugema University Library
3. Busoga University Library
4. Islamic University in Uganda (IUIU) Library in Mbale
5. Kampala University Library
6. Nkumba University Library
7. Uganda Christian University (UCU) Library at Mukono
8. Uganda Martyrs University (UMU) Library at Nkozi

MEMBERSHIP : KENYA

Both public and private university libraries are eligible members. The current membership includes:

Public University Libraries:

1. Nairobi University Library
2. Kenyatta University Library
3. Moi University Library
4. Jomo Kenyatta University Library
5. Egerton University Library
6. Maseno University Library.

Private University Libraries

1. United States International University Library
2. Lazarine University Library
3. Daystar University Library
4. Baraton University Library
5. Cathoric University of Kenya Library
6. Methodist University Library
7. Kabarak University Library

MEMBERSHIP : TANZANIA

Although still in formation, the following institutions had shown commitment:

Public Insitutions

1. University of Dar-es-Salaam Library (UDSM)
2. Sokoine University of Agriculture Library (SUAL)
3. Tanzania Open University (TOU) Library
4. Mzumbe University (MU) library

Private Universities

1. Saint Augustine University of Tanzania (SUAT) Library in Mwanza
2. Zanzibar University Library
3. Makumira College of Tumaini University Library
4. Kilimanjaro Christian Medical College of Tumaini University Library
5. The College of Education Library, Zanzibar

LIBRARY CONSORTIA STRUCTURES

UGANDA: CUUL STRUCTURE

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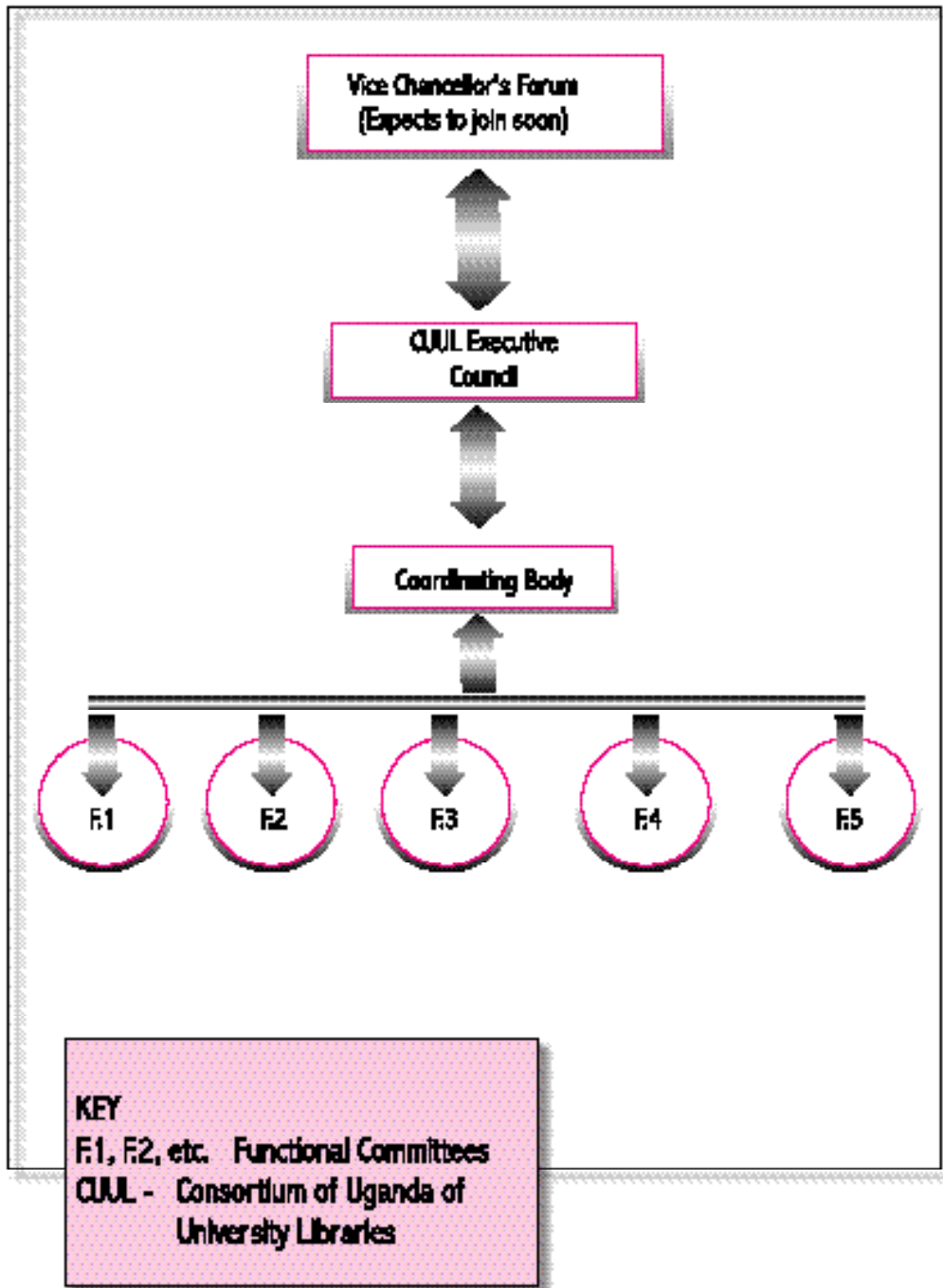
The structure of CUUL comprise the following:

1. The Vice Chancellor's Forum, which comprise of all Vice Chancellors of the registered institutions in Uganda.
- N.B. CUUL has not yet joined this forum but arrangements are under way and Vice Chancellors have already indicated their support.
2. The Consortium Council which comprises of representatives from participating institutions from whom the following are elected:
the Consortium Chairperson, Vice-Chairperson, Executive Secretary, Treasurer, Publicity

Assistant Secretary, two (2) Uganda representatives on the East African University Library Co-operation Task Force as ex-officio members.

3. The Coordinating body that comprise of: the Consortium Executive Secretary, the Consortium Publicity/Assistant Secretary, and the Consortium Treasurer.
4. Functional committees, formed from time to time as may be necessary, comprising members of the Consortium. Their terms of service are stipulated in the CUUL Constitution.

THE CUUL STRUCTURE DIAGRAM



KENYA: KULC STRUCTURE

The Kenya University Library Committee is a rotating committee with a two year term. The University Librarian of the hosting University becomes the Chairperson.

Currently (2002), the Chairman of the KULC is Mr. Lawrence Wanyama, University Librarian, Jomo Kenyatta University of Agriculture and Technology (JKUAT).

TANZANIA: COTUL STRUCTURE

The consortium structure for the proposed COTUL was not yet in place because the consortium itself was still in proposal stage.

FUNDING MECHANISM

Currently, member institutions support the CUUL in terms of facilitation for meetings, workshops and other costs. However, funds to sustain CUUL are expected from Individual institution subscriptions, Income generating activities, Partners in development (donors), and Fundraising among others.

In Kenya, member universities finance the current KPUL. At meetings, which are rotational, hosting institutions bear the costs. A formal funding mechanism is expected to be formulated out when the formal consortium is fully established.

In Tanzania, the funding mechanism is expected to be formed when their consortium is finally established.

OBJECTIVES / EXPECTED ACTIVITIES

UGANDA

The CUUL objectives and activities arise out of the existing situations in university libraries of Uganda. They include:

1. Sharing of skills, information materials, and physical facilities
2. Modern Library Management
3. Information and Communication Technology (ICT)
4. Co-operative Acquisition and processing
5. Human Resources Development
6. Financial policy on issues of determination and control
7. Interlibrary Loan Services
8. Security of Information (Policies and Strategies)
9. Co-operative Marketing of Library

Below are the CUUL current activities:

1. Sharing of electronic information materials, such as electronic journals through the Makerere University Library, under the PERI and project.
2. Training especially in ICT related issues. Participants are sometimes drawn from member libraries to attend workshops
3. Informal Inter library loans especially among libraries with common subject collections.

4. Sharing of library facilities between students from member universities. For example, basically all universities in Uganda have a faculty of education. Students from one university can use facilities of another member University on special arrangement between the librarians of such member universities.

The CUUL expectations are:

1. To have a common CUUL financial resource base by August 2002
2. To have fixed physical premises for the CUUL Office by 2007
3. To have a common CUUL Web Page by August 2002, to harmonize communication between member institutions.
4. To have an OPAC of all member University Library holdings in place, by 2003.
5. To start sharing of information resources by 2003.

Although CUUL is still a novice consortium, it has a few completed products. They are:

- The Constitution
- The Memorandum of Cooperation
- The Strategic Plan

KENYA

Although the consortia is not yet formalized in Kenya, there are a number of projects and activities operating in a cooperative spirit. Some of them include:

- African Virtual Library Initiative, Kenya
- Rejuvenation of the Kenya Library Association (KLA) aimed at directing KLA activities to university librarians
- Organization of the SCANUL-ECS 1998
- Resource sharing especially by student and staff within member institutions.

Benefits of KULC

Library professionals had succeeded in joining the Joint Admission Board (JAB) a body that makes decisions related to student enrollments. This is important as student numbers directly affect the information services provided to the user community.

3. CENTRAL AFRICA

1. ZAMBIA

ZAMBIAN LIBRARY CONSORTIUM

General Information about the institutions forming the ZLC

The nature of libraries interested in forming a *national consortium* in Zambia is very broad. It includes University libraries, College Libraries, Public libraries, Research Libraries, some private libraries; the National Archives; and the National Public and School Library Service.

It is important to note here that so far there were three significant forums for librarians in Zambia at which the issue of the consortium was discussed. These were,

- The PERI Consultative meeting held on 11-12 July, 2002 at which about 45 participants from various types of libraries were in attendance;
- The Zambia Library Association Annual General Meeting held on 28 July, 2002, at which over 50 participants were in attendance; and
- The Zambia Library Association Copperbelt Branch re-inauguration held on 7 October, 2002, during the Library Week. The event attracted about 27 Copperbelt-based librarians.

Owing to the novelty of the consortium idea, the nature of the reported gatherings, and the procedures agreed upon for the formation of the ZLC, the identity of membership was not only speculative, but also amorphous. The actual identities would emerge once the logistics for membership are in place.

Rationale for the formation of the Zambian Library Consortium

The name of the Zambian library consortium had yet to be decided upon. Though the idea had been discussed at various forums since July 2002, the consortium itself was still far from being operational. The idea had been overwhelmingly welcomed because of the prospects it presented for library cooperation. The consortium idea opened up a very broad spectrum of areas where libraries could cooperate. Since there was virtually no official resource sharing arrangements in Zambia, librarians had warmly embraced the consortium idea as the most viable mechanism of institutionalizing library cooperation. Possible membership to the consortium had been expressed virtually from all libraries represented at the forums referred to above.

Generally speaking there had been no formal arrangements of cooperation between any types of libraries in Zambia. What had existed so far were informal bilateral "gentlemen's agreements" between cooperating libraries. To this effect there were no other consortia existing in Zambia. However, the University of Zambia was one of the ten African universities participating in electronic Supply of Academic Publications (eSAP) which was working in collaboration with INASP in the provision of access to electronic publications to participating institutions in developing regions.

Vision and Mission

The expected mission of the ZLC was "to act as a catalyst for leading, supporting, motivating and championing access to information resources by library users in Zambia". In terms of vision, the ZLC

when fully established would, inter alia.

- i. Empower libraries in Zambia to have access to affordable electronic information services;
- ii. Promote the development of local digital resources;
- iii. Promote fruitful interaction and interdependability among the Zambian libraries;
- iv. Facilitate access to ICT expertise and training opportunities by the Zambian libraries;
- v. Promote document delivery among the Zambian libraries for the benefit of library users;
- vi. Enable libraries in Zambia to access the global electronic information resources.

Broadly speaking the goal of the ZLC was to bring together all libraries and other information handling agencies so that by pooling their resources, including expertise, they could improve the quality of information services, they provided to their users. With the advent of electronic information services the ability of member libraries to tap the rich information resources available on the global market would be enhanced through their collective efforts. By the same token electronic information in the Zambian libraries would be equally accessible to information seekers from outside Zambia.

Management Structure

The managerial structure was yet to be decided upon. However, it was envisioned that when fully operational, the ZCL would have its own premises and governed by a small secretariat appointed by a General Assembly based on the Memorandum of Understanding and as provided for in the Constitution of the Consortium to be put in place soon. In the meantime a Steering Committee comprising the following had been constituted to coordinate the activities leading to the creation of the ZLC:

Name	Organization Represented
Dr. H. Mwacalimba (Chairman)	University of Zambia
Mr. C. B. M. Lungu (Vice Chairman)	Copperbelt University
Ms. M.H. Simui (Secretary)	PERI Coordinator (UNZA)
Mr. C. N. Kabyema	Zambia Library Service
Mr. M. Mwape	Zambia Forest College Library
Mr. B. Chisenga	National Institute for Scientific & Industrial Research
Mr. D. Champo	Tropical Diseases Research Centre
Ms. V. Lumbwe	Zambia Library Association

The Terms of Reference of the Steering Committee are:

- Preparation of a position paper justifying the creation of the ZLC;
- Drafting a Constitution and Memorandum of Understanding;
- Defining areas of cooperation.

From the above outstanding tasks, it is logical to expect that issues of how the executive should be elected, how consortium issues should be coordinated, and how the consortium should relate to the institution, the government and other sister consortia will have to be articulated in the awaited ZLC Constitution.

Possible Areas of Cooperation

Possible areas of co-operation for the ZLC include:

- Interlibrary Lending and Document Delivery
- Cooperative Bibliographic Systems (e.g. Union Catalogues)

- Cooperative Acquisitions and Collection Development
- Formal Development of Library Systems
- Networks and Networking
- Exchange of Publications
- Staff Training and Staff Exchange
- Mobilization, rationalization and sharing of Library equipment
- Mobilization, rationalization and sharing of storage space

Expected Benefits

Some areas of possible informal cooperation include sharing of expertise that would otherwise be unaffordable or needed only for short periods of time; the utilization of group purchasing power to seal or cancel a deal with producers of information, lawyers, and other consultants; and improvement of the profile of libraries and librarians through constant comparison of notes between member libraries. The general policy of the Consortium would be taking advantage of economies of scale by sharing the cost of the resources, and enhancing access to the library services by the wider clientele.

Expected Functions

The basic functions of the Library Consortium are:

- To enhance accessibility of the widest possible clientele to the broadest possible information resources;
- To achieve cost-effectiveness for the member libraries by providing the most quantity, the best quality and variety of information resources at the most minimum cost.

Expected Activities

Since the ZLC was not yet functional, its expected activities would include:

- Supporting document delivery
- Facilitating interlibrary lending
- Provision of common software
- Provision of hardware required to support the consortium
- Conversion of the manual catalogue records
- Enhance Collection building
- Develop Computer Training facilities
- Support Human Resource Development
- Cooperate with other consortia

The best way to monitor these activities would be through provision of targets and deadlines to all members of the consortium, develop a mechanism of periodic reporting of progress, and deciding on the next targets, or way forward.

Expected Benefits (to the library; end user; parent institution; state; region)

Benefits to be gained from a Library Consortium include:

Benefits to the Library

- Increased cooperation and sharing
- Improved purchase of electronic information and library collection management
- Reduced library subscriptions
- Provision of Education and training services
- Increased support for the Library

- Training especially in ICT related issues
- Collection development and enhancement

Benefits to the User

- Enhanced service though access to more information services available even outside the consortium
- Cheaper and more efficient service
- Document delivery services
- SDI and CAS
- Electronic conferencing

Benefits to the parent institution

- Reduced costs for sustaining the library services
- Value added to the quality and quantity of information resources available to staff and students

Benefits to State

- Improvement on technology deployment
- Standardisation of library services
- Standardisation of Library staff training facilities

Benefits to the region

- Positive influence on the information environment
- Increased regional resource sharing activities

Expected Consortium products

The expected products of the consortium include:

- The initial creation of common technology infrastructure
- The Union Catalogue for member libraries
- The list of experts and consulting support services
- Standard operational licenses for accessing electronic information
- Central repositories or archives of electronic information
- Central repositories of weeded, or redundant collections
- Inventory of shared equipment

Expected Challenges

The ZLC is likely to face a number of challenges. Among them would be issues of convincing potential members that just as much as there would be benefits in the consortium, there would also be obligations. At the moment most libraries were terribly neglected by their parent organizations. A snap survey carried out at the PERI consultative meeting revealed startling evidence of the paucity of ICTs in these libraries. Even where libraries were computerized, such as the two universities, evidence showed that Internet access was very limited due to narrow bandwidth and near obsolete hardware. The majority of libraries did not even have computers for basic word processing. The idea of a consortium sounded as the long awaited solution to these problems.

Although there was the apparent excitement at the prospect of a consortium, very few librarians at the various forums understood what they were and how they actually operated. Some institutions had librarians of very basic library qualifications. It would appear some of these institutions had a deliberate policy

of avoiding employing qualified librarians as a way of keeping minimum costs on staff salaries. This had resulted in some institutions having both the CEO and the Librarian not only failing to appreciate the need for the library, but also the need for employing a fully qualified librarian. Such a situation was a recipe for stagnation in development, and would be an impediment to the expansion of the consortium.

Most libraries in Zambia had no budgets for collection development or for infrastructure development. Most of those that had computerized depended on donor support. This was a latent threat to the survival of a common arrangement as a consortium. The absence of collection development budgets implied that such institutions had little or no experience at selecting information resources. This raises questions as to the quality of existing collections, which, in the consortium environment, must be shared. The problem of lack of computer network infrastructure has its own set of potential challenges. It raises the question of how remote the issue of operating in a networked environment was.

Suggested solutions to some challenges

The architects of the ZLC were aware of the challenges that lay ahead of them. Consequently, one of the first items on their agenda was to arrange a Workshop for CEO's of the institutions where these libraries were. This would be aimed at sensitising them on what the consortium was all about, and what their obligations would be. Since it would be the CEO's to sign the Memorandum of Understanding, they would need this sensitisation to fully grasp what their institutional obligations would be.

Both PERI and OSI had under their programs, supported the formation of consortium. This means those problems of staff training and infrastructure development would be alleviated if the grants could be used properly. The involvement of the library association was deliberate. It was intended to get the professional association involved in recommending professional standards not only in the operations of the consortium, but also in the identification of professionally qualified librarians.

Finally, it would be the total commitment of all stakeholders to the consortium idea that would act as the cushion to all challenges and problems. If the members to the consortium become fully dedicated to the extent of including legal binding to the project, then ways would always be found to overcome the challenges and problems.

2. ZIMBABWE

ZIMBABWE UNIVERSITY LIBRARIES CONSORTIUM (ZULC)

BACKGROUND

The idea to form a consortium for university libraries in Zimbabwe started in November 2001. This was in response to the changing technological requirements in the higher education sector. In view of severe budgetary constraints that were being experienced in all universities, it was felt that library cooperation was the only way forward to ensure cost effectiveness.

The Zimbabwe University Libraries Consortium, ZULC, was formally launched on 31st July, 2002 at the Zimbabwe International Book Fair held in Harare.

OBJECTIVES

1. To promote resource sharing and enhance access to information
2. To facilitate access to information through shared computer systems and networks
3. To utilize appropriate and up-to-date technology and keep abreast of new technological developments
4. To explore sources of funding for the enhancement of information provision within ZULC
5. To provide noticeable benefits to all users of ZULC
6. To build links with other libraries and organizations in the region and beyond.

MEMBERSHIP

1. Africa University Library
2. Bindura University of Science Education Library
3. Midlands State University Library
4. National University of Science and Technology Library
5. Solusi University Library
6. Zimbabwe University Library
7. Zimbabwe Open University Library
8. Chinhoyi University of Technology Library,

STRUCTURE

A Chairperson, Ms. Kathy Matsika, University Librarian of the National University of Science and Technology, heads the ZULC. Mrs. Bilha Pfkani, University Librarian of the African University, is the ZULC Secretary.

A complete structure is yet to be formulated.

FUNDING MECHANISM

ZULC hopes to use all funding avenues available. Already, a project proposal for funding the consortium's activities is receiving favorable attention by the George Soros Foundation through the Open University Institute in Hungary.

Other offers for assistance have come from international organizations interested in promoting access to electronic information and capacity building, through the provision of electronic databases.

BENEFITS

1. Assistance from international organization donor trusts was possible because of the consortia concept existing in Zimbabwe. Donors preferred facilitating groups rather than individual institution support.
2. Negotiation of reductions of journal subscriptions from suppliers has been most effective through country level consortia. This has led to 75% savings.
3. There are indications that through cooperative negotiations, library software suppliers are willing to give 20% discounts.

STUDY FINDINGS

SOUTH AFRICA LIBRARY CONSORTIA: FINDINGS FROM INDIVIDUAL MEMBER LIBRARIES

MEMBERSHIP

There was a clear concern of the small CALICO membership. Some members felt that a five-member consortium was too small a number and may not be very beneficial because consortia benefit best with large numbers. True as this may be, the fact that different institutions struggling to bury past divisions had come together is very commendable.

Another area of concern was the expected merger of institutions, especially technikons by the state, which may further affect CALICO by reducing its membership.

STRUCTURE

All existing consortia involved the authorities from the education sector, including FOTIM, CHEC, etc.

Comments from most Library directors showed dissatisfaction of the present CALICO structure. It seemed to place too much power to the CHEC even in matters concerning libraries. Although there is a Committee of Library Directors, it is not strong because representatives from CHEC chair it. The CALICO Director is appointed by CHEC

FUNDING MECHANISM

The involvement of higher authorities ensured funding from the state. While the funding through student fee resource base seems to work very well for the highly advantaged institutions with advantaged students, it did not seem to be the case with institutions with disadvantaged students coming from low-income backgrounds.

Although such disadvantaged institutions have the majority of students, they are highly subjected to problems that come with fee paying, ranging from delayed payments to sometimes complete failure and thus dropouts. The University of Western Cape was reported to have a high number of disadvantaged students, compared to the University of Stellenbosch and the University of Cape Town. Thus it seems that there is need to work out a better funding mechanism to remove this anomaly.

LIBRARY SERVICES

Common library systems ensured easy communication, document delivery, and inter-library loans. Courier services were put in place to deliver information from member institutions on a daily basis. Document Delivery and Inter Library Loan services were very effective.

STRENGTH AND CHALLENGES

Some of the strength reported by staff in the South African institutions visited were:

- the human positive attitude to the consortial idea, with extremely dedicated people to ensure its implementation.
- The involvement of parent institutions through their consortia such as FOTIM, CHEC, etc.
- The successful implementation of the three INNOPAC phases in GAELIC, FRELICO and SEALS, and the ALEPH system used in CALICO.

- The formation of one strong voice for all the existing consortia through COSALC.

Some of the challenges reported included the following:

- Satisfying all due to a large number, there is always a problem of satisfying all
- When a small group carries the banner on behalf of others, it can sometimes be interpreted as being dominant. There are often ill feelings of being dominated by a small group of leaders.
- Lack of a legal entity or status for COSALC
- Lack of a permanent infrastructure for COSALC activities. At present, only FOTIM has permanent offices. COSALC executives have to depend on their institutional premises to perform their duties.
- Libraries' pressure due to declining budgets.
- Connectivity which is sometimes a problem. This includes limited bandwidth, which sometimes slows down access to electronic information, as well as sustainability and maintenance, and management of ICT on member libraries' campuses.

LESSONS FOR OTHER LIBRARY CONSORTIA

- There are always challenges but these can be overcome through determination and belief in the consortia benefits.
- There is always need for human tactics when working with people

CONSORTIA MODELS

There are different consortia models, e.g., subject based, geographical based, national, etc. However, there is no best or worst model for the region. A consortium model would depend on the specific circumstances existing in the groups that wish to form a consortium.

EXPECTED BENEFITS OF FORMING A REGIONAL CONSORTIUM

South African libraries have benefited a lot from the COSALC. Drawing from the same live example, the libraries in the SCANUL-ECS region stand to benefit a lot by forming a consortium to bind them together. There is therefore urgent need to work towards a regional consortium

The opportunities of forming a consortium of consortia in the SCANUL-ECS region are very bright. Member countries need to come together with the aim of improving the current "loose alliance" image. Once a stronger identity is achieved, issues of creating a consortium of consortia in the region will follow the normal logic.

The rest of the region stands to gain from the COSALC experience. In her own words, Hannie Sander, Chairperson of COSALC emphasizes that the contribution of COSALC, which is already functioning, could be in form of sharing their experience with others.

Some of the conditions for forming a regional consortium would be:

- Willingness to share experiences
- Readiness of a country to start a consortium
- Need for a common vision and interests
- Need to accept differences
- Ease for the experienced personnel to go to other countries

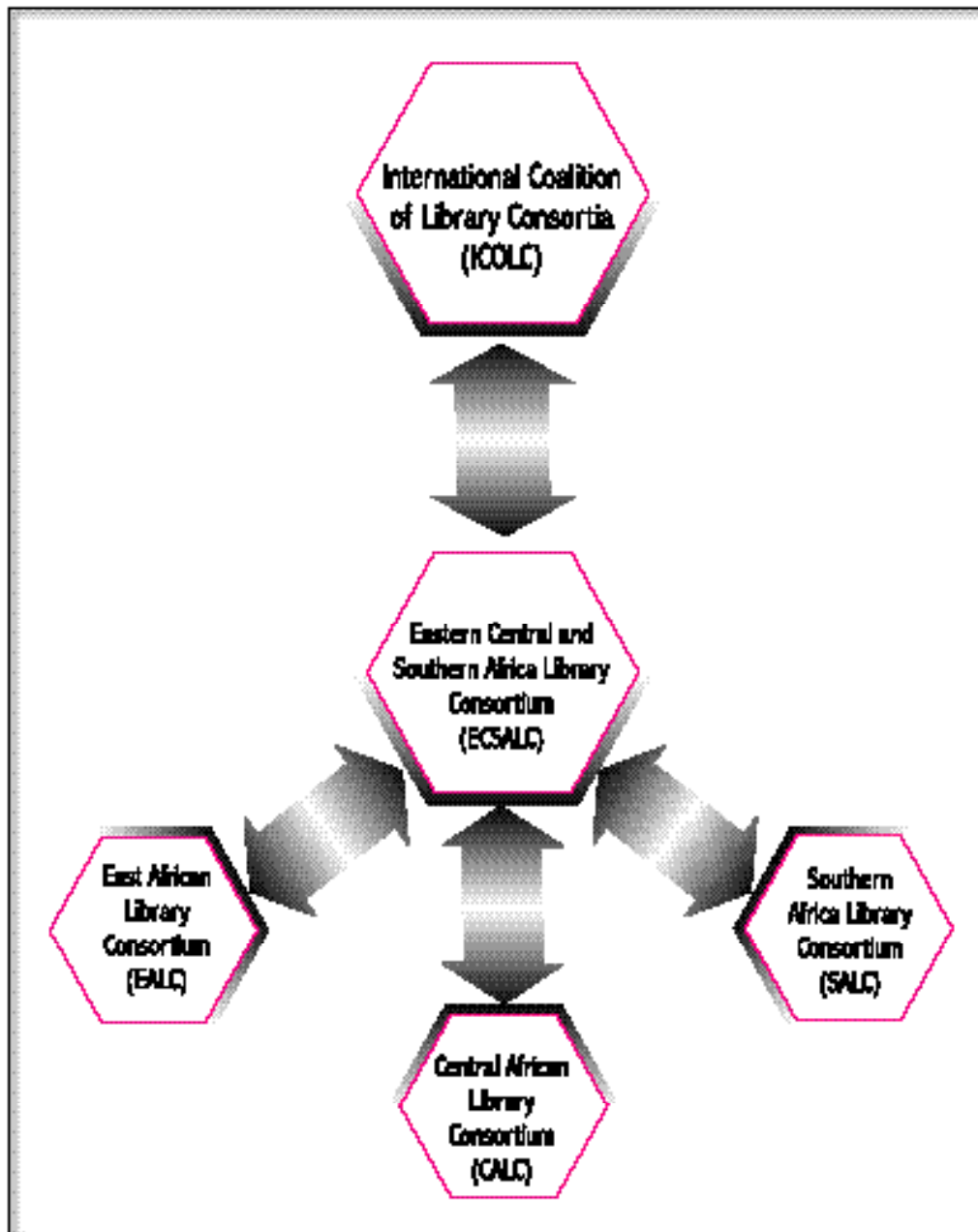
At the international scene, COSALC is a member of the International Coalition of Library Consortia (ICOLC). Since COSALC only joined ICOLC in 2001 it has not yet contributed much to expect benefits. COSALC only presented a paper to ICOLC about itself. ICOLC is a free consortium.

Note: the Open Society Institute (Budapest, Hungary) is helping countries seeking to start consortia through workshops, etc., while the Open Society Initiative for South Africa (OSISA) assists countries and specifically focuses on ICT, etc.

SOME SPECIFIC ADVANTAGES OF THE SCANUL-ECS LIBRARY CONSORTIUM

1. Realizing more funds as one strong African region
2. A stronger voice to ICOLC
3. Such a consortium could possibly take over the African Information Society Initiative
4. The African Virtual / Digital Library will be strengthened
5. At the African Union level, filling in the economic development on behalf of libraries through such bodies as the East African Community, (EAC), the Southern Africa Development Community, (SADC), and a relevant body that may be formed in the Central region (may be called the Central African Development Community, CADC)
6. From the university library point of view, such a consortium can form a very strong representation at the Association of African Universities, (AAU)
7. Formation of a stronger library professional body

PROPOSED STRUCTURE OF THE ENVISIONED SCANUL-ECS REGIONAL CONSORTIA



CONCLUSION

The successful story of the South African existing library consortia is a living example for all SCANUL-ECS member institutions to emulate. With proper planning and commitment, library and information services would be improved through cooperation using the consortia approach.

Consortia structures are formed according to the set goals and objectives. It is important however, to include in the structure as much as possible, the governing body of the parent institutions. This is to ensure that decisions made in regard to library and information services, get the desired attention of the top executives of the institutions.

The funding mechanism in all cases was based on institutions through the student fee resource base, and to a large extent, the donors. The successful story of South African consortia formation largely depended on donors. There is need of working out a more reliable mechanism of financing consortia to ensure sustainability. Such a mechanism should be institutionalized within the institution structure.

Drawing from the COSALC example, there is a lot to gain in forming a SCANUL-ECS Region Consortium of Consortia from member countries.

As new library consortia struggle to come up, they should be ready to face the challenges through dedication and commitment.

Finally, individuals coming together through their library cooperation build library consortia. It is the same individuals that can lead to their demise. The contributions made by Edwards about key factors necessary for successful consortia should be taken into account. South Africa library professionals used them to guide their consortial activities and they have so far succeeded. The rest of the library professionals in the SCANUL-ECS region could draw from the South Africa experience in order to build their own library consortia.

RECOMMENDATIONS

The following are recommended as the way forward for successful regional library consortia:

1. **Funding:**
Member institutions in the SCANUL-ECS region should use their forum to work out a more reliable funding mechanism to sustain library consortia at all levels.
2. **Membership:**
There should be a mechanism of evaluating the activities of private institutions with the purpose of integrating them in the library consortia. These institutions should be seen as partners in development trying to reduce the education burden existing in our countries rather than mere profit-makers. Studies should be made to isolate those private institutions that are set up for profit making from those who are struggling to offer a service to the region. The East African example could be emulated.
3. **Organization:**
There is need to be more focussed by developing an all embracing strategic plan for the SCANUL-ECS region. This should include such issues regarding the structure.
4. **Donor Support:**
INASP should take the leadership to work closely with other organizations involved in consortia activities like the Mellon Foundation, Open Society Institute (OSI), Ford Foundation, KELLOG Foundation, etc. to help major projects to establish major academic consortium in the SCANUL-ECS region and beyond.
5. **Linkages:**
INASP should assist in linking SCANUL-ECS with SCAULWA (West Africa), to form a strong body of librarians under the OAU or the African Union to convince the authorities to assist African libraries to co-operate.
6. **Regional Consortium:**
When all institutions have successfully embraced the consortia concept, a SCANUL-ECS regional consortium should be established as an umbrella for all consortia in that region. Such a consortium would represent the region to ICOLC.
7. **Joint Admission Boards in Universities:**
University Librarians should use their consortia to join the committees responsible for decisions regarding student enrollment in their respective institutions, using the KUPC example of the **Joint Admissions Board (JAB)**. This is to enable them contribute to decisions regarding student numbers in relation to available information services.

8. Conditions for Effective Library Cooperation:

There is need to have in place conditions for effective cooperation. These include:

i. The Constitution or Agreement of Cooperation

University Library Co-operation must have a constitution or an agreement as a binding document. This should specify the legality of the co-operation, and should spell out the rules and regulation.

ii. The Coordinating Body

Effective university library co-operation will need a Coordinating Body possibly with a secretariat to oversee the cooperation activities.

iii. Areas of Co-operation

There is need to prioritize areas of co-operation for effective implementation. In addition, emphasis of co-operation should be on a library to library basis.

iv. Tools and equipment

There is need to know the facilities that are available in each of the co-operating libraries. Library manuals should be prepared and distributed to all participating libraries giving information regarding tools and equipment available.

v. Management structure of the Consortium

The management of the consortium should be in accordance to the binding constitution or agreement.

vi. Strategic Plan

This should be drawn and implemented slowly, step by step. The installation of the INNOPAC library system in the GAELIC member institutions is a good example.

vii. System of Evaluation

It is important to have a monitoring and evaluation system of the whole co-operation process. This calls for a reporting system to enable periodic evaluation.

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