

Contributed Paper Session I-4

TWINNING AS A ROUTE TO RESOURCE SHARING

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ABSTRACT: This paper describes the resource sharing activities between the veterinary libraries at Makerere University (MU), Kampala, Uganda and the University of Illinois at Urbana-Champaign (UIUC), Urbana, Illinois, U.S.A. The impact of often well-intended donation programs on a library in developing country setting is examined through the approaches each party took to participate in the twinning arrangement. In this particular program, UIUC veterinary library puts a heavy emphasis on the supply of excess journals and books selected under a well-defined and coordinated collection development plan. Another focused area is the training of librarians at MU, especially on the management and utilization of library resources. Technical training of the library staff in basic computer operations as well as electronic information access and management is denoted as being particularly vital to the recovery of the veterinary library at MU.

A review of literature reveals a number of assistance programs particularly targeted to facilitate worldwide availability of scientific information. As aid is sought and received from various sources, the challenge is how to coordinate these activities so that redundancy and waste will be avoided by both parties. It is hoped that the experience shared through this paper be helpful in bringing about other twinning arrangements among the veterinary libraries in the world.

Introduction

Needs of libraries in developing countries have been documented by many of our colleagues. Higher education in many African countries, F. M. Hayward indicates, has entered into the 1990's in a crisis mode, with the major proportion of it being the crisis affecting libraries.(1) According to Kanik, there are 14 constraints which affect the satisfactory provision of agricultural information services in developing countries.(2) Because of close affiliation of veterinary medical information with that of agricultural information in developing countries, it is reasonable to assume that the following 14 factors are also conditions surrounding the animal health information providers:

1. Planning stage of research centers gives low priority to information services
2. Lack of trained personnel
3. Low status of information/library professionals
4. Training
5. Communication and/or linkage
6. Politics
7. Finance
8. Resources (acquisition)
9. Bibliographic control, storage and retrieval
10. Organization (lack of cooperation and coordination)
11. Lack of awareness of existing services
12. Complexity of the discipline

13. Illiteracy
14. Language

Needless to say, many of these factors are complicated socio-economic and political problems which not only exist in both the developing and the developed countries, but are also difficult to resolve by a single professional entity such as librarianship. Training of professionals, acquisitions, and bibliographic control of resources, however, are areas that can be addressed effectively by librarians and information specialists.

Twinning is a term to describe formal or informal arrangements between two institutions in a cooperative or supportive relationship. Similar to a sister-city approach between cities in different countries, people exchange is the key activity in a twinned environment. Twinning implies a long lasting relationship, not a one-time visit or assistance. Pointing out the value of international relationships as they relate to information exchange, L.B. Woods states that "Librarian and material exchange programs offer a foundation of mutual understanding and co-operation."(3)

Makerere-Illinois program

The twinning of the veterinary libraries at Makerere University (MU) and the University of Illinois at Urbana-Champaign (UIUC) was precipitated by a series of events which began with the visit of then Dean of Makerere University Faculty of Veterinary Medicine, Dr. Stephen Ssenyonga, to the UIUC campus in the spring of 1988.

Arrangements to conduct joint research were quickly drawn up between MU and UIUC, with several faculty members making short visits to each other's campuses. The UIUC's International Development Officer took notice of the fine physical condition of the veterinary library at MU and thought that the library would benefit from additional books and journals. The UIUC library was already participating in a duplicate exchange program with many North American veterinary libraries, so a significant amount of excess materials were readily available.

In consultation with Dr. Ssenyonga, titles were identified based on definite usefulness in Uganda and the likelihood of future volumes being available from Illinois. A decision was made to send only the most recent 10 years, with a few exceptions, and every effort was made to send complete volumes. After contacting several organizations for shipping

arrangements, it was decided that the Smithsonian's International Exchange Service (IES) was best suited to the sender's situation because materials could be sent to a specific recipient, and packaging could be done little by little as time permitted. In addition, the only cost to the sender would be the domestic freight to Washington, D.C. The Smithsonian program does not require itemizing the content, but did require that the materials be in packages of 10 pounds or less, with the recipient's address on each package. United Parcel Service turned out to be the least costly and most expedient for domestic shipment. The boxes containing the publications arrived in Uganda about three months after they left UIUC.

It is generally accepted that a good library is the heart of every university worth the name, and in the case of MU, this heart was beginning to get palpitations stemming from the unhealthy nature of its whole being, ranging from an acute lack of materials and equipment, to poor staffing due to poor remuneration.

When the consignments of mostly journals began to arrive, they were packaged in manageably small boxes. Their processing had to be immediate because these materials had long been eagerly awaited by both staff and students, since the arrangement had been made public on the return to MU of Dr. Ssenyonga from Illinois.

In processing the materials, the norms were set aside, in that, instead of first classifying/coding them, they were immediately made available for browsing after listing the titles and their numbers. We allowed six weeks for the readers to satiate their hunger. Then we withdrew a few volumes at a time and sent them to the library's bindery in order to ease their management, as well as lessen the risk of losing them, either through pillaging by some of the more selfish readers, or through a mix-up when reshelving. The binding of these journals was given a priority rating by order of the university librarian, making it possible to return them to the veterinary library with minimum delay.

In August 1991, a grant through the UIUC Library's Mortenson International Program made it possible for the UIUC veterinary librarian to travel to Uganda to visit the exchange partner. MU Faculty of Veterinary Medicine and UIUC College of Veterinary Medicine both provided additional funding for the trip which included side trips to Egerton University in Kenya and to CAB International in Wallingford, U.K. During the 10-day stay in Uganda, visits were arranged to all sections of the

Makerere University Library system as well as to the East African School of Librarianship. Additional visits were made to research stations belonging to the Faculty of Veterinary Medicine, and several government-operated animal health research institutes.

This personal visit to Uganda confirmed the concern that publications, both books and journals, are in dire shortage there. Contrary to the generalized reports from previous visitors, however, the MU Library does not need just anything and everything. It has a very good collection of major scientific journals, intact until about 1975 when the country fell into civil war. When the country began enjoying relative peace in the early 1980's, some publications began arriving from an unidentifiable source, only to stop about 1985. The rich holdings of older scientific volumes are due to the fact that MU was opened in the 1920's by the colonial government as a college to train carpenters and mechanics. MU climbed to hold premier status among higher education institutions in all of East Africa when it became affiliated with the University of London in 1962, and attracted students and faculty from many countries, especially in East Africa.(4) Understanding the excellent position the MU Library has, and its importance to overall research efforts within the country, is important for the continuation of resource sharing activities in the future.

A close examination of Makerere's science journal collection revealed that: (a) some current titles are being received, (b) a good portion of the materials needed are quite readily available from Illinois, and (c) space is very limited at the Main Library, but the Veterinary Library had excellent room for growth. Some of the titles in the veterinary core list were represented even though their holdings were not completely current.(5) Based on these findings, the librarians agreed on the following guidelines:

1. MU will produce a list of serials to inform UTUC of the titles needed as well as gaps in existing titles
2. Only the latest or the second latest editions of monographs will be sent
3. Materials in other fields, such as agriculture and medicine, will be considered for shipping
4. UTUC will keep a record of what was shipped so as to avoid duplicate shipments
5. Books and journals will arrive with cataloging records
6. Professional tools such as dictionaries, supply catalogs, and cataloging tools would be sent if available
7. UTUC will provide consultation as needed

The second phase of the twinning arrangement is the return visit of two Makerere librarians to Illinois during 1992. Specifically, the veterinary librarian from Makerere will spend six months at UTUC in order to gain practical library management experience in an automated environment. Following the recommendation of a recent survey, hands-on training in the use of computers and CD-ROM work stations will be emphasized.(6) Arrangements are also made for him to audit a few courses at the School of Library and Information Science. The second librarian is the university librarian, to whom the veterinary librarian reports. His two-month visit will focus on the general library administration with the veterinary library as one of the departments. The ultimate focus of their visit is to work on a grant proposal to obtain funding for the overall rehabilitation of the MU Library.

Existing programs

Since the initial large shipment, several smaller shipments of animal health related books and journals were made through IES. Unfortunately, the Smithsonian program will be phased out by September 1992, so we will have to rely on other distribution programs. The following is a cursory review of three different types of programs that are operational today.

I. Publication distribution program:

A. Brother's Brother Foundation facilitates shipments of items worldwide. (7) The organization can arrange to pick up materials in the Pittsburgh area. Otherwise, the sender pays the shipping cost to Pittsburgh. They utilize distribution centers in various parts of the world. Sending materials to a specific institution is rather difficult.

B. Medical Books for China.(8) This organization was founded by a physician who visited China in 1979, and was shocked to discover the condition of their libraries. All types of educational materials in medicine are collected. They began collecting and distributing animal health materials in the late 1980's.

C. Asia Foundation, founded in 1951, operates a number of programs, including Books for Asia.(9) Since its inception in 1954, this program has distributed 24 million books to more than 30,000 institutions in 28 Asian countries. Books are donated to the program

as tax-deductible contributions by publishers, libraries, bookstores, and individuals, with about 80% of them being new. Requests and needs are communicated by representatives located in 10 Asian offices to the program headquarters in San Francisco, California, U.S.A. Requirements for scientific materials are that they come in complete runs of four years or more, commencing in 1970. The shorter the run, the more recent it should be.

D. International Book Project (IBP) was established in 1966 and sent over one million books to over one hundred countries. The potential donor is asked to send a list of available books to IBP, which in turn selects the books to be shipped, and gives the donor the recipient's address and complete packaging and shipping instructions. Books must be less than 15 years old. Donors can send money to IBP towards the shipping of books in IBP's warehouse. Destination of materials can be specified. IBP deals with all types of books including children's books.(10)

E. The International Centre for Theoretical Physics (ICTP), with cooperation with the Third World Academy of Sciences (TWAS) and the Third World Network of Scientific Organizations (TWNESO), operates a large scale donation program involving books, journals and scientific equipment. The journal donation program is centrally run by ICTP/TWAS which coordinates the redistribution of complete volumes of recent journals. Offers of journals published in 1975 or later are checked against a master list of needed journals and donors are notified where to send their materials. Once received, reimbursement for sack mail shipping costs is made to the donor.(11)

F. The American Association for the Advancement of Science's (AAAS) Sub-Saharan Africa Journal Distribution Program is unique among these programs because it deals with shipments of current journal issues rather than back volumes.(12) Begun in 1985 as a pilot project, this program now sends two hundred different titles to university and research institute libraries in 38 countries in the Sub-Saharan region. Makerere University, for example, receives about 35 journals, and some of them are actually reaching the veterinary medicine library. This is a cooperative program with participation of many academic societies, and the issues are sent at the cost of the individual society. Most recently, *Journal of*

the American Veterinary Medical Association and American Journal of Veterinary Research have been added to the list of titles being sent. The society is also looking into providing back volumes on CD-ROM. We can only hope that the economic problems surrounding journal publishing among scholarly societies will not affect this extremely successful program.

II. Information delivery programs

A. BOSTID (the Board on Science and Technology for International Development), which manages programs with developing countries for the U.S. National Research Council, is currently working on expanding and improving the planning, design, and management of sci/tech information resources and networks in Africa. Specific areas of focus are database access and management, library development, and scientific publishing and communications. BOSTID is creating a database of technical experts in Europe, North America, and Africa. They can also provide assistance to individuals interested in proposing innovative networking projects.(13)

B. SatelLife is a completely new technology of data transmission via satellite which has been adopted by HealthNet in 1991. Since its announcement, one satellite has been launched and is operational. Ground stations are being prepared in six East African countries, including one at the Albert Cook Medical Library of Makerere University. Of the six stations, one in Kenya is fully operational. Data from the U.S. can be sent via Internet to the gateway station in Newfoundland, and is transmitted to the satellite which carries it to Africa.(14) SatelLife is a non-profit organization created by the International Physicians for the Prevention of Nuclear War. SatelLife administers HealthNet, a non-profit telecommunication service designed to facilitate communication among health professionals. HealthNet plans to provide access to medical literature search services and document delivery. Participating institutions will be able to send or receive about five hundred pages of text per month. HealthNet is free at present, but expects that a portion of the costs will be assumed by the user community. SatelLife is promoting twinning of libraries which will actually provide literature searches as well as delivering documents.

III. Training/Consultation programs

A. For personnel training, Medical Library Association's Cunningham International Memorial Fellowship is important to mention as it belongs to the organization that has many North American veterinary medical librarians among its members. The program is basically a post-graduate training program and the host institution(s) is decided by a committee based on the Fellow's needs. The recipient arrives in the U.S. in January for a stay of six months, including a visit to the Medical Library Association Annual Meeting. Applications are accepted once a year from any country. Travel expenses are not covered by the fellowship. The applicant is expected to show English language proficiency through the TOEFL exam. No librarian from the animal health field has been selected as a Fellow, but this is probably due to lack of applications rather than the program restriction.(15)

B. The C. Walter and Gerda B. Mortenson Center for International Library Programs was established in 1991. One of the programs of the center is the Mortenson Fellows program, which brings librarians from various countries to the University of Illinois at Urbana-Champaign, as well as sending the UIUC librarians to other countries for the purpose of enhancing and stimulating international library cooperation as a means of promoting world peace. (16)

C. CABI Annual Training Course, now in its thirteenth year, is especially designed to benefit information professionals from developing countries. The course focuses on providing hands-on experience of the latest technology in information fields, but also touches upon such topics as the principles of indexing and abstracting, database management, establishing networks and linkages, and marketing library resources.

D. The American Library Association's Library Book Fellow's Program began in 1987, and has sent over 35 U.S. librarians to various countries. The duration of the program varies from case to case, ranging from two months to one year. The assignments vary from country to country, and include teaching at the library school, cataloguing, automation, etc. The program is open to all types of libraries, which serve as hosts to the Fellow.(18)

Recommendations

The successful twinning arrangement between UIUC and MU veterinary libraries can be used as a model for additional exchange arrangements. The specific content of the arrangements can vary from institution to institution, but the commitment must be strong and long lasting. When seeking a library for a twinning arrangement, it is important to select a partner with whom exchanges among other units of the institution already exist, so that expenditures can be justified and funding can be obtained to mutually strengthen the programs.

Once a partner is selected, sharing of all sorts of resources should be explored, keeping in mind that, in developing countries, resource sharing and networking have not grown as rapidly as those in the developed countries. Lack of resources seems to create a protective attitude, instead of willingness to share them.(19) As CD-ROM systems penetrate developing countries, urgent attention must be paid to the technical training of the professionals.(20) In addition, need for training of support staff in typing and other basic library skills must be recognized and dealt with. Any extra supplies such as paper, pens, date stamps, catalog cards, etc., should be considered for shipping as appropriate to the institutional policy.

Spontaneous and sensational approaches of many well-wishers must be carefully examined so as not to dilute the already scarce resources of the recipient. Ideally, collection development guidelines should be developed by professionals in both parties, and materials should be selected according to the established guidelines.

Mention of this is made because prior to this twinning arrangement or program, it had happened that some Canadian friends of MU had made a kind gesture and appealed to universities across Canada for book donations that could be sent to refurbish MU's library which had starved for books for too long a time and the reaction was instantaneous. Volumes and volumes were sent to a collecting center and forwarded to MU. On opening up the containers, however, many of these donated books were found to be either of not much relevance to MU's needs or too archaic to warrant the man-hours of work in processing them. Some of them, of course, proved to be very useful and the knowledge gluttons gobbled them up, while the more irrelevant and old ones were offered to institutions which might have use for them. This experience enlightened MU librarians to the fact that a kind gesture of this nature can be made void if no proper consulta-

tion as to specific needs is made. Effort had been spent on collecting as many books as possible without limitation to specific disciplines or subjects, since books were on every subject imaginable and then some were too old to be of use to even a third world academic community. Collection development guidelines can effectively assist in avoiding such costly mistakes.

With regard to scientific materials, it is important to understand that the research focus is different in developing countries. G. Whitney states, "Third World science was characterized as problem oriented—science with a specific objective, aiming to resolve a national or regional problem. Practical solutions are sought for problems that are affecting the health, welfare, etc. In science education, the focus is on immediate problems. First World science, on the other hand, seeks answers to questions that have no immediate application. It is free to explore the nature of the universe, from the properties of a star to those of some suboceanic structure. ...Science education encourages curiosity, experimentation, and rigorous methodology." (21)

Because of the use of older technology and equipment in developing countries, some older texts are still useful. However, one needs to be careful not to overload the recipient library with multiple copies of

older books. If no immediate supply of publications is available, librarians in developed countries can serve as consultants in decisions such as: the type of hardware to purchase, the nature of bibliographic instruction programs, continuing education programs for librarians, and general library management. Consultation can be reciprocated by librarians in developing countries concerning publications which are not well-known or widely held in libraries in developed countries.

Keane indicates that most exchanges depend on individuals rather than formal exchange arrangements (22), and resource sharing can become costly as well as burdensome if not managed carefully. Focusing on one or two libraries through twinning arrangements gives the opportunity to become thoroughly familiar with the collection and the needs of the partner library as well as gaining access to information which may not be easily obtainable. Foreign journal subscription problems being discussed by the Veterinary Medical Libraries Section of the Medical Library Association in North America can be addressed satisfactorily by developing a number of efficient twinning arrangements. Contacts developed beyond the immediate geographical surroundings facilitate much needed global networking of librarians and information specialists who are all working towards the same goal.

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