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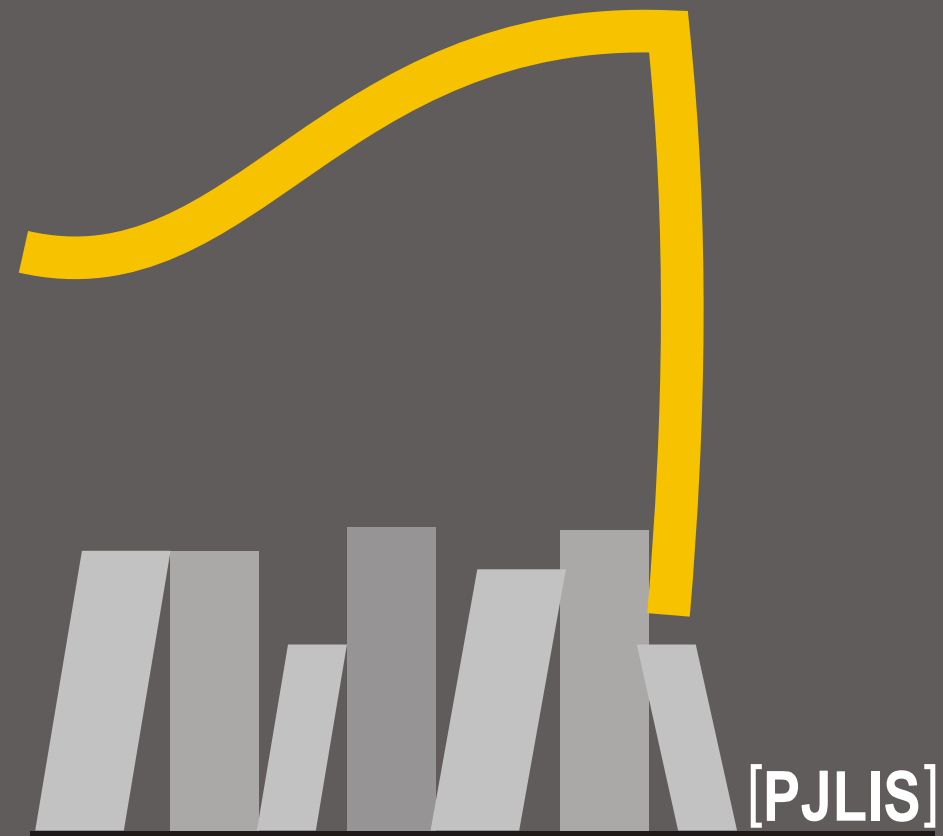
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# Pakistan Journal of Library & Information Science



Department of Library  
and Information Science  
University of the Punjab  
Lahore-Pakistan

# **PJLIS**

## **PAKISTAN JOURNAL OF LIBRARY & INFORMATION SCIENCE**



**Department of Library and Information Science  
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# PAKISTAN JOURNAL OF LIBRARY & INFORMATION SCIENCE

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## *Editorial*

### Voyage Through History

Libraries exist since the dawn of civilization. However, the library education as a distinct discipline was started in 1886 by the University of Gottingen in Germany. Melvil Dewey, who is said to be the founder of modern librarianship, started teaching in 1887 as *Library Economy* at Columbia College (later on Columbia University). The University of the Punjab cherishes the distinction to be the third University in world to offer library education and training in 1915. It was not only the pioneering institute in the East but also the first of its kind on the campus of any University in the whole British Empire. The credit goes to Dr. J.C.R. Ewing, the then Vice-Chancellor, who realized the need for formal education and training, and to Dr. A.C. Woolner, the Registrar and Honorary Librarian, who was instrumental in hiring the services of Mr. Asa Don Dickinson. Mr. Dickinson was a direct trainee of Melvil Dewey. The course offered was a Certificate in modern library methods. Later, the Madras University Library and Imperial Library Calcutta followed the University of the Punjab.

In 1945, the Indian Library Association demanded that the Certificate Course be raised to Diploma and its duration be extended to a full year in order to bring it at par with the practices of other Indian Universities. The librarian of the Punjab University Library expressed the hope in his annual report for 1945 that from Oct. 1946 the Certificate Course will be raised to Diploma level. But it could not be materialized due to chaotic conditions that prevailed before and after 1947, and the course remained suspended for some time and was revived in 1950. The Certificate course was raised to the Diploma Course in 1959.

In 1961 Robert P. Lang, Fulbright Professor in Library Science at the University of the Punjab, suggested that the University should introduce Master degree programme in Library Science. His suggestion was accepted in the meeting of the Library

Committee held on March 19, 1962, which exercised the powers of the Board of Studies as per regulations in vogue at that time. However, this approval made no significant impact and the department had to wait for another long period of twelve years to introduce its Master's programme.

From 1915 to 1973 the Certificate/ diploma class was an adjunct of the University Library. In 1973 the two were separated and the Department of Library Science became independent of the University Library with Dr. Mumtaz A Anwar on the Chair. The Master's degree programme got started in 1974 and in the following year some changes were introduced in the Curriculum structure of the Master's programme, both in nomenclature and content of the courses. The Semester system was introduced in the University with effect from the following year 1975-76. Under the new system the Curriculum had to be completely revised. The semester system was abolished in 1980 and the University reverted to old annual system offering the same Curriculum after regrouping.

In 1987, the University invited Sarah K. Vann, Professor Emeritus of the School of Library and Information Studies University of Hawaii, to suggest improvements in the Curriculum. After studying the situation for five weeks, she submitted her report on December 15, 1987 to the Vice-Chancellor. These recommendations addressed all the vital aspect with Curriculum being the main focus. In 1991 the Board of Studies approved a new revision which resulted in an overall change in thrust and content of the academic programme, but that was not implemented. The nomenclature of the department was changed to Department of Library and Information Science in 1996. In 1997, a Curriculum was designed on the basis of revision by the National Curriculum Committee in the subject of Library and Information Science, which took three years to finally implement it. It also recommended to introduce:

- i. A two years degree programme of M.A. Library and Information Science.

- ii. Adoption of the name of degree as M.A. in Library and Information Science.
- iii. An eight week practicum in selected libraries of Lahore.

In the year 2002 the department decided to shift to Semester system and the courses were designed according to requirements of the system. In the year 2004 on the directive of the Chancellor, the Punjab University acted as leading University for the revision of Curriculum in certain subject areas. The Library and Information Science department revised its Curriculum under that directive. Inter University Course Curriculum Committee was constituted which did the job of revision. A presentation of the final draft was made before the Chancellor and Inter-University Faculty Board. After its approval from the Inter-University Faculty Board and recommendation by the Board of Studies and Faculty Board Arts it was implemented in 2004.

The brain drain of highly qualified faculty members affected adversely the growth of the department. There was no Ph. D. faculty member available in the department and opportunities for getting higher education from abroad were also very meager. Under such circumstances, two teachers Dr. Khalid Mahmood and Dr. Kanwal Ameen got them registered for Ph.D. in the department. For supervision, Prof Dr. Syed Jalal-ud-din Haider of University of Karachi was requested which he very kindly agreed. Both got their Doctoral degree after successfully completing their research work and the viva-voce examination in the year 2004 and 2005 respectively. Their success provided the base for starting the *M. Phil Leading to Ph.D. Programme* in 2005. Again, it is a pride for the Punjab University to take lead in offering such a programme among all universities of Pakistan. I hope and pray for its success.

Other achievements include the publishing of the first research journal of its kind from a teaching department in the country, *The Pakistani Librarian* (Now *Pakistan Journal of Library and Information Science*), in 1995. The Curriculum of



Library Science for B.A. level was also devised in the same year. The department has been offering short courses and workshops at the local and national level to provide the library professionals with the opportunities to update their knowledge and provide efficient services to their institutions.

I pray Allah Almighty that this voyage of success may continue and the department prospers by leaps and bounds. Ameen!

Afzal Haq Qarshi

## Archives in Pakistan<sup>\*</sup>

Syed Jalaluddin Haider<sup>\*\*</sup>

### Introduction

Pakistan came into being on August 14, 1947 as a result of the partition of British India. On its east and southeast lies India, on the north and northwest is Afghanistan, to the west is Iran, and toward the south is the Arabian Sea. Pakistan shares a common border with China. According to the 1998 Census, its population included 135 million citizens and estimates suggest that number increased to 145 million by 2003. Two-thirds of the population live in rural areas, and engage in agriculture as the main source of livelihood. The majority of the population is composed of Muslims; the remaining are Hindus, Christians, and Parsees. About twenty languages are spoken in Pakistan. Urdu is the national language of the country, but English continues to be used for education, commercial, and other official purposes. Pakistan's literacy rate was 47 percent in 1998. Politically, Pakistan is a federation of four provinces (Punjab, Sindh, Northwest Frontier Province, and Balochistan). Administratively, the provinces are comprised of districts, which are divided into small subdivisions (*Tehsils*). These are further divided into union councils (1).

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## Background

The archival profession in Pakistan is in its formative stage. Information on archives and archival development in the country is rather obscure. Periodical literature is very limited; with the exception of a few journal articles written primarily by visiting experts during the early 1980s, there is very little on the subject for international readers. As a matter of fact, these writings could be termed as neither comprehensive nor current. Their authors, for the most part, depended on their limited personal observations or information conveyed to them by individuals and government functionaries with whom they met in connection with their assignments. Of the indigenous sources, *Pakistan Archives*, a biannual publication of the Directorate of Archives of the government of Pakistan, deserves special mention. The same Directorate also publishes a newsletter. But these publications are not issued regularly. Moreover, obtaining these publications is a Herculean task in itself, mainly because of the bureaucracy involved. The *Pakistan Library Bulletin*, the sole regular journal of its kind, occasionally publishes contributions on archival subjects. There is also a booklet entitled, *National Archives of Pakistan* (1981), published by the Directorate of Archives (2). The first and only publication to appear in Urdu, the national language of Pakistan, *Tahafuzz Dustavezat wa Kutubkhana (Preservation of Documents and Libraries)*, by Ashraf Ali, is also a valuable source for its coverage of the development of archives in Pakistan (3). But it is not well organized; its coverage on certain topics is sketchy and lacks proper documentation. The print media has always been aware of the need to develop archives in the country. For example, the *Dawn*, a leading English language daily from Pakistan, has included some important editorials on the subject.

What follows is an attempt to trace the origin and development of archives in Pakistan, review the activities of the National Archives of Pakistan and other important archival institutions and agencies, and discuss those archival training facilities available in the country. Some of the archival problems of

current interest are also discussed, along with suggestions that would improve the archival landscape in Pakistan.

## **Perspective**

Pakistan was deprived of its share of the National Archives of India, which had been accumulated over the years under British rule, despite a clear-cut decision of the Partition Council to provide the new nation with records of its past. The proceedings of the Council included the following provisions:

1. Full facilities should be provided to the nominees of the Pakistani government for examining indexes and records with a view to listing records of interest to the Pakistani government, such lists being prepared in agreement with officers designated by the Government of India for the purpose;
2. One printed copy of the records mentioned in the lists referred to in (1) above, should, if available, be given to the Pakistani government as soon as possible;
3. If any of the records mentioned in the lists referred to in (1) above are microfilmed in the ordinary course, one copy should be supplied to the Pakistani government free of charge;
4. If the Pakistani government is able to place additional microfilming units at the disposal of the government of India, the government of India should with the help of subunits agree to microfilm the records in which the Pakistani governments are specially interested and to supply one copy thereof to the Pakistani government free of cost (4)

But these provisions were never implemented, and Pakistan was initially deprived of those records from the National Archives of India, an institution that was established and developed from

joint resources of British India. Thus, Pakistan had to begin from scratch in developing an archival institution.

The other main archival collection of joint interest to India and Pakistan resides at the India Office Library and Records in London. The case involving the division of assets has yet to be decided, but an agreement exists for the exchange of microfilm between the India Office Library and Records and the Government of Pakistan (Cabinet Division/National Documentation Centre), that allows for the free exchange of microfilmed records when required by both parties.

### **Pioneering Efforts**

At the very first Pakistan History Conference, held in Karachi from November 27 to December 1, 1947, Dr. I. H. Qureshi, the country's eminent historian and educator, offered a resolution to establish a Historical Records and Archives Commission (5). Consequently, the Pakistan Historical and Archives Commission emerged as early as 1948, with Dr. Qureshi serving as its first president. The Commission's objective was to safeguard the cultural heritage of Pakistan and to organize the work of discovering, preserving, and publishing public records. At its meeting in December 1948, the Commission recommended the establishment of the Directorate of Archives in Karachi, then the capital of Pakistan, along with six regional survey committees in the provinces (6). Following this recommendation, the Pakistan government established the Directorate of Archives and Libraries in November 1951. How the National Archives of Pakistan developed under the aegis of this Directorate will be discussed elsewhere in this article.

The establishment of a single directorate for two distinct subjects looks somewhat strange. Why were libraries linked with archives? Both archivists and librarians often raise this question. While there is no definitive answer, a number of explanations have been offered. One possible explanation is that there may have been the need to accommodate a particular person in the new

administrative structure of the country. Most likely, that person was K. B. Asadullah, the former librarian of the Imperial Library of India, who had opted to be part of the government of Pakistan and was awaiting a permanent posting in the Ministry of Education. This explanation is given further credence by the claim of a group of librarians, who asserted that the Directorate owed its existence to a proposal put forward by Asadullah, a close relative of Chowdhury Muhammad Ali, then Secretary-General of all the Ministries and later Prime Minister of Pakistan (7). However, the untimely death of Asadullah in 1949 left this question unanswered. It is also possible that two separate proposals were simultaneously accommodated in a single organizational structure that helped curtail expenditures. The inclusion of archives with libraries could also be attributed to a prevailing concept in the United States, where libraries have greatly influenced archival development and practice. Perhaps someone with experience of working in the United States might have suggested combining both institutions.

Despite the efforts of the Pakistan Historical Records and Archives Commission and the personal interest of some prominent historians, significant progress in developing the archives was limited. With independence, Pakistan faced a multitude of social, economic, and political issues that needed immediate attention. The remarks presented by Dr. Qureshi on the eve of the Second Conference of the Commission held at Peshawar in 1954 captured the problems that the Commission faced:

The Commission came into existence in the year 1948, but various difficulties hampered its efficient working. These difficulties have not yet been overcome in Pakistan as we have to begin right from scratch. We have record offices in some of our Provinces. There is still no full-fledged Central Archives and Record Office. At present, we have only a skeleton staff, but it has multifarious duties to perform and has no place it can call its own and where it can work. At this stage of our history, as indeed at all times, there is considerable data that exists in the provinces, which will be

of great value to the historian. And when the records are not kept scientifically, it is essential that properly equipped and staffed records offices should come into existence speedily. Unfortunately, the great value of the records is still not fully recognized (8).

### **National Archives of Pakistan: The Formative Phase**

The establishment of a small Central Records Office in 1951 at Karachi, and the appointment of Riazul Islam, a historian, as its first Deputy Director, marked the beginning of the National Archives. Very little information is known of the formative years of its existence. In fact, prior to October 1958 the National Archives developed very slowly. Some of the initial problems that persisted included the lack of proper awareness of the importance of archives in the life of a nation; limited numbers of trained archivists; the lack of proper training programs; and a feeble interest in archival work among high-level administrators.

In its early years the National Archives consisted of just a few records rooms located in Karachi, then the country's capital. These rooms were equipped with requisite furniture, shelves, racks, and equipment. Space was also provided to research scholars to make use of the available records. Efforts were also made in the late 1960s to set up similar records rooms in Rawalpindi/Islamabad, pending the construction of a permanent building in Islamabad (9). According to the archivist Humayan A. K. Kabir, a plan for the development and expansion of the National Archives of Pakistan was included in the country's *Second Five Year Plan* (1960-1965), but there is no mention in the Plan itself except that "the Department of Archives and Libraries will be strengthened" (10). Nonetheless, the Government did approve funds for the Directorate to renovate the building and establish microfilming and copying units. Machines and other equipment were purchased from the United Kingdom, the United States, and West Germany. Between 1960 and 1968 the units microfilmed 600,000 pages of archival records. At least 1.8 million copies of

old records, historical documents, and valuable manuscripts were supplied to various Ministries/Divisions and Departments of the Governments of Pakistan and to research organizations, institutions and scholars throughout the country as well as abroad (11).

The Repair and Preservation Unit, which traces its history back to the early years of the Directorate, was further expanded and strengthened. The unit was responsible for fumigating, cleaning, flattening, and repairing the records and archives, manuscripts, documents and rare books that were in the custody of National Archives. It also recommended standards for the repair and preservation of records and archives, and provided consultation service throughout the central government (12).

In addition to these vital units, the National Archives established the Archival Museum for the display of rare manuscripts, documents of national importance, rare and out-of-print books, and works of master painters, all of which were part of the collections. Finally, the National Archives Library emerged as one of the major achievements of the early years of the Directorate. Between its establishment in 1949 and 1960, the library built a collection of 10,000 volumes on subjects of history, social sciences, and culture of the subcontinent, as well as books on records management and archives administration. The library provided services to the officers and the staff of the National Archives as well as to those of other departments of the government. The academic and independent scholars, researchers, and students of Indo-Pakistan history made extensive use of its collections, particularly the rare and out-of-print books (13).

Notwithstanding these developments, there is a general consensus that progress was made at a rather dismal pace. In truth, nothing significant in terms of real achievements occurred. There are a number of reasons for this slow development. First and foremost is that persons appointed to key positions in the Directorate of Archives and Libraries had no formal education and training or experience with archival administration. As a matter of fact, they demonstrated limited interest in developing the archives



or libraries. Their main function was to carry out routine administrative tasks and maintain the status quo. Second, the inclusion of archives with libraries retarded the growth of archives. Third, the absence of training facilities for prospective archivists in Pakistan further weakened archival development. Fourth, the lack of public awareness with regard to the importance of archives in national life served as a further obstacle to improve conditions for archival administration. In 1966, another plan suggested ways to improve the National Archives but “lack of funds and other factors” curtailed its implementation (14).

One of the primary factors that provided a stimulus to the development of archives in Pakistan was the acquisition of the records of the All-India Muslim League in October 1966, and later the Quaid-i-Azam papers in August 1968, by the University of Karachi. This collection was named the “Archives of the Freedom Movement” after the university received a number of private collections of notable freedom fighters. How this collection was acquired and saved from extinction is itself a miracle. The correspondence between Dr. Qureshi and the President of the Pakistan Secretariat provides insight into the complex bureaucracy and red tape involved in the acquisition of these historical collections, especially since Qureshi was the country’s most famous historian and had himself been a freedom fighter and a former member of the Cabinet (15). He worked diligently to overcome bureaucratic obstacles in saving this valuable material for posterity. In fact, his success can be considered the turning point in motivating the government to support the development of archives as an independent discipline in Pakistan. In particular, government planners suddenly took special interest in archives.

Other developments that occurred during this period and accelerated the pace of development for the National Archives included the establishment in the Ministry of Education of the Quaid-i-Azam Paper Cell (Papers of the Founder of Pakistan, popularly called “The Great leader”) in 1970 (16). This development paved the way for full recognition of archives as a

separate entity on the part of the high administrators in the Pakistani government. However, political events taking place during this period, specifically war between India and Pakistan that resulted in the secession of East Pakistan and the subsequent creation of Bangladesh, delayed substantial progress.

### **Establishment of the Directorate of Archives / National Archives**

It was not until 1973 when a separate Directorate of Archives was established, with its headquarters in Islamabad. The officer-in-charge of the Quaid-i-Azam Paper Cell, Atique Zafar Sheikh, was entrusted with the responsibility of establishing and developing the National Archives of Pakistan. One of the first acts concerned the transfer of the records and staff from Karachi to Islamabad. Initially, the Directorate was housed in rented accommodations in Satellite Town, Rawalpindi. In 1976, it succeeded in acquiring a spacious bungalow in Islamabad, but soon found that space to be inadequate to accommodate the rapidly expanded functions performed by the Directorate. In 1981, it moved into another rented building as the foundation stone of the long-projected building was laid down in Islamabad. The National Archives building was completed and all records and equipment were transferred between April and December 1988 (17).

#### ***The National Archives Building***

The revised building project of the National Archives had been approved in 1973 at a total cost of 17.6 million rupees. M/S Robert Mathews John Marshal and Partners of Scotland prepared the initial design. The project was to be executed in phases by the Capital Development Authority, which earlier had allocated a plot of land near the Secretariat Complex in Islamabad. Construction began in 1981 and the first phase was completed in 1988. The building, which covers 150,000 square feet, is divided into three areas: the administrative block, the stack area, and the Library-cum-Auditorium (18).

### ***Functions of the National Archives***

The charter and functions of the National Archives are outlined as follows:

1. Preserve and maintain Category “A” files of Ministries/Divisions/Departments of the federal government.
2. Microfilm sensitive records of the government and other private records of national importance.
3. Acquire and preserve private collections of historical and national importance, such as the Quaid-i-Azam papers and Miss Fatima Jinnah papers.
4. Create and maintain the Oral Archives, which consists of sound recordings of speeches and interviews of eminent freedom fighters.
5. Acquire and maintain government printed material, publications, newspapers and periodicals.
6. Maintain the Archives Library for use by research scholars.
7. Publish finding aids (catalogues, accession lists) relating to the collections available in the National Archives of Pakistan.
8. As a member of the International Council on Archives (ICA), maintain liaison with foreign institutions and organizations that are also members of the ICA.
9. Organize seminars, exhibitions, and short-term practical training courses.
10. Provide advisory services to the Provincial Archives and other allied institutions in conserving and restoring documents of historical importance.
11. Provide reference services to visiting research scholars from within the country and abroad in connection with their research projects.
12. Implement the “Archival Material (Preservation and Export Control) Act of 1975” (19).

### ***Advisory Board***

The *National Archives Act of 1993* mandated the establishment of an advisory board to oversee the operations of the National Archives. The Advisory Board includes a Chairman, the Director General, and no more than fifteen additional members appointed by the Federal Government, including two current members of Parliament. The functions of the Board are to create the policies and guidelines for effective management of National Archives; to review the work of the National Archives; to develop the framework for coordination among archival institutions; to establish formal rules to conduct official business of the National Archives; and other functions assigned to it by the Federal Government (20).

### ***Organization***

The professional work in the National Archives has been organized into three major sectors: private archives, public archives, and duplication services.

*The Private Archives Sector* involves all the work relating to collection of private papers of important personalities, collection of manuscripts, farmans (royal decrees), recordings of interviews and collection of other material in the form of oral archives (documentary films, recordings of various types) is carried out by this sector. The Sector is also responsible for the management of the Archives Library, including conservation and binding activities.

*The Public Archives Sector* includes the preservation and maintenance of Category “A” files of Ministries/ Divisions/ Departments of the Federal Government as well as newspapers and periodicals.

*The Reprography Sector* includes all forms of reproductions, such as microfilming, photocopying, and photography. It is also responsible for microfilming the records of various ministries, divisions, and departments, and prepares

microfilm and photocopy requests from research scholars and other institutions.

### ***Personnel***

Each sector is headed by a deputy director, while the director general is responsible for the overall administration of the archives, including all financial matters. The deputy directors have a supporting staff of archivists, assistant archivists, senior and junior technical assistants, microfilming and reproduction officers, and laboratory assistants. There is a total of 100 staff members in the National Archives.

### ***Holdings***

The important categories of material with the National Archives are:

- 15,000 Category “A” files of nine Ministries of the Government of Pakistan.
- Private collections, such as the Quaid-i-Azam Papers, Lakha Collection on Quaid-i-Azam, Nawab Siddiq Ali Collection, Isfahani Collection, Miss Fatima Jinnah Collection, Manzoor-ul-Huq Siddiqui Collection, Ghafoor Collection, Nawab Viqar-ul-Mulk Collection, Ehsan Danish Collection.
- 300 rare manuscripts.
- 213 *Farmans* (royal decrees).
- 418 volumes of manuscripts.
- Government publications, including gazettes, gazetteers (some dating back to the nineteenth century), press handouts and other publications issued by the Federal Government.
- Newspapers and periodicals of local interest, even some dating back to the mid-nineteenth century (21).

### ***Important Collections***

The National Archives has acquired several significant collections that richly document the history of Pakistan. Among these are the following:

*Archives of the Freedom Movement.* Formerly known as the Muslim League Records, this collection traces its history back to October 1966, when it was brought to Karachi University in 123 gunnysacks and 46 steel trunks. The inventory included nearly 100,000 documents, including more than 25,000 pertaining to the Pakistan Muslim League from 1947 to 1958, several thousand copies of approximately 300 different publications, pamphlets, and brochures (22). In August 1968, the Quaid-i-Azam Papers (the personal papers of the founder of Pakistan) were also acquired by the University of Karachi. All this material was housed in the Dr. Mahmud Husain Library, under the custodianship of Dr. A. Moid, the University Librarian. This author served as the liaison between the library and the newly created Muslim League Records unit. Within a short period of time a small staff headed by Aqueeluzzafar Khan and Muhammad Saleem, both historians, was assembled. Dr. Zawwar Husain Zaidi of the School of Oriental and African Studies, University of London, provided unofficial administrative leadership during the initial stages of the project. Subsequently, additional private collections were added to this record through the efforts of Dr. Z. H. Zaidi. The Muslim League Records were renamed the Archives of the Freedom Movement, at the suggestion of Dr. Qureshi. An account of how the complex and arduous task of restoration and conservation of the Muslim League papers and other material was accomplished is contained in M. H. Siddiqui's *Handbook of Archive & Archival Material on Pakistan Freedom Struggle* (1988) (23).

In 2002, the Archives of the Freedom Movement was shifted to National Archives of Pakistan; however, a photocopy of all such documents has been preserved at the Documents Section of the Karachi University Library.

*Quaid-i-Azam Papers (Papers of the Father of the Nation)* (24). Following the death of Muhammad Ali Jinnah in 1948, the Quaid-i-Azam Papers resided in the custody of Miss Fatima Jinnah, his younger sister.

After her death in 1967 the papers were sent to Karachi University on the order of the Government of Pakistan. The personal papers of Miss Jinnah were also transferred at the same time. But both these collections came under the responsibility of the Ministry of Information in early 1969. Finally, the Quaid-i-Azam Papers Project received approval by the Government. At present, the papers are being edited and published by a team of experts under the overall supervision of Dr. Z. H. Zaidi. A few volumes have already been published. It will take many years to complete this project.

Other important archival material in the National Archives include the private collections of Miss Fatima Jinnah, Khalil-ur-Rehman Dawoodi, Abdul Hameed Lakha, Nawab Siddiq Ali Khan, M. A. H. Ispahani, Nawab Wiqar-u-Mulk, and Mian Afzal Husain.

### ***Other Activities of the National Archives***

In addition to the above records projects, there are other activities pursued by the staff of the National Archives. These include maintaining a reference library of 15,000 rare and current books on different subjects, particularly on history and political science; organizing short courses and workshops for working archivists, often in collaboration with other government agencies; and actively participating in the activities of the International Council on Archives and its regional branch, SWARBICA (the South and West Asian Regional Branch of International Council on Archives).

### **Provincial Record Offices/Provincial Archives**

Each province maintains a record office at its capital city. The Punjab Record Office is the oldest and largest active collection in the country with at least 700 million files and a collection of over 100,000 printed books. The records, some dating back to the year 1804, cover the social, cultural, political, and administrative history of the province. They fall into two main categories: Persian

and English records (25). Presently, the Punjab Record Office is faced with a serious space problem.

The Record Office of Northwest Frontier Province was established in 1946 on the recommendation of the Indian Historical and Records Commission, with Professor S. M. Jaffer serving as its first director.

There are 36,000 files that belong to the Offices of Commissioner and Deputy Commissioner of Peshawar, the District Collector Offices of Chitral, and the Home and Tribal Affairs department. These files document events that took place between 1840 and 1940. There are also 696 volumes of reports relating to the administration of border and tribal areas, as well as reports issued periodically by the various departments of the provincial government (26). The provincial archives has also acquired some private collections of notable citizens of the area. In addition to activities associated with collections, the archives also organizes courses in restoration and preservation of records for various government functionaries.

The Record Office of the Province of Sindh was established in 1976 with the objective of keeping "records scattered all over the world on Sindh under one roof." It possesses 34,465 files of Sindh Commissioner Records (1818 to 1935), and 17,530 files and cases of the nineteenth century Chief Court of Sindh, Karachi. It also contains 1,783 old maps containing a wealth of information about Sindh during the pre-partition era. But unfortunately, these precious records lack proper organization due to the absence of professionals conversant with the management of archives (27). The Sindh Archives also possess the private collections of Dr. N. A. Baloch, Khalid Shamshul Hassan, Pir Ali Muhammad Rashdi, and others. These collections are relatively well organized.

The Sindh Record Office/Provincial Archives has its own new facility, but the structure's lack of air conditioning and its location in the vicinity of the sea has created environmental



problems. The Department also confronts additional problems with inadequate furnishing, poor lighting, and no photocopying machines.

In addition to the Provincial Archives of Punjab, the Northwest Frontier, and Sindh, the Record Office in Balochistan has been recently established at Quetta. It is in its formative stage of development.

### **District Records**

There are district records of various kinds (e.g., revenue records, judicial records, general administrative records) that contain documents of immense value for studying the economic, social, and administrative development of each district from the time of British annexation around 1850 to the present time. But unfortunately, and for unknown reasons, these centers of archives did not attract the attention of the Directorate of Archives until recently. In 1986 and 1987, Martin Moir of the India Office Library and Records, in association with the National Archives of Pakistan, conducted a sample survey of twenty-one districts, to learn more about the nature, scope, and condition of these records. The survey results indicated that there was a general lack of awareness among the public as to the research value of these records, and that very little use is made of them. They further discovered that these records suffered from the absence of proper records management and preservation policies and procedures. In their report, the Moirs offered the following suggestions: (1) transfer district records to the provincial archives/record centers; (2) microfilm all district records; and (3) formulate a record management policy and frame rules for public access to these documents (28).

### **Other Institutions**

There are other institutions throughout Pakistan that contain archival records and historical collections. Among the most significant are:

- Institute of Sindhology, Jamshoro, Sindh
- Punjab Public Library, Lahore
- Central Library, Bahawalpur
- National Documentation Centre of the Cabinet Division, Lahore
- Directorate of Archives, Ministry of Foreign Affairs, Islamabad
- Punjab University Library
- Directorate of Archives, Ministry of Defense, Islamabad
- Islamia College, Peshawer
- Quaid-i-Azam Academy, Karachi
- Lahore Museum, Lahore

### **Facilities for Archival Training**

In South Asia, the concept of archives as an independent discipline did not gain legitimacy until 1891, when the Imperial Record Department was established at Calcutta (Kolkata). The initial staff recruited for the Department received job training from British authorities. Local citizens with an interest in history were preferred for appointment in the Imperial Record Department and the subordinate record offices as well as in such offices in the Princely States. This tradition continued for many years. In 1941, the Department instituted a short-term course in archival administration (29). This was the first course of its kind in British India. Serving as both theoretical and practical, the course was offered until 1976, when the Institute of Archival Training was established at the National Archives of India. The Institute was subsequently renamed as the School of Archival Studies in 1981, with responsibility for conducting a one-year Diploma Course (30).

At the time of its independence in the territories now constituting Pakistan, there was no provision at all for the training of archivists and records managers. As early as 1948, the Central Record Office, North West Frontier Province (now named the Provincial Directorate of Archives, N.W.F.P.) had begun a training

program under the supervision of the historian S. M. Jaffer, who proved to be one of the pioneers of the archival movement in Pakistan. Except for a brief reference to this course in Jaffer's booklet, *Archives* (1949), very little is known about the course (31). It was a course of short duration and was basically intended to instruct those working in the provincial archives and students wishing to perform archival work. The participants were not charged a fee. Jaffer conducted the course until 1953. A diploma course was also planned under the auspices of the Central Record Office, Peshawar, but it was never introduced. As a matter of fact, training for archivists has always been neglected. This could be attributed to the domination of the archival profession by history graduates who did not consider formal training as an essential requirement for their work. Their emphasis, for the most part, had always been on the acquisition and preservation of documents rather than on the records organization and use. The technicalities involved in classification and indexing of documents do not interest archivists in this part of the world. Under such prevailing notions, attendance at some kind of archives-related course, even of short duration, was considered more than enough on the part of working archivists to justify calling themselves qualified archivists. A few of our early archivists succeeded in obtaining scholarships through international exchange programs for practical training and observation at prominent repositories outside the country, particularly in Europe. Ashraf reports the presence of at least six such beneficiaries in 1985 in the National Archives of Pakistan (32).

At present, there are various methods of training for Pakistani archivists, as outlined below.

*Short Courses/ Workshops/ Seminars:* The first such formal course at the national level was organized at Karachi University (Muslim League Records) in 1969, in collaboration with the India Office and Records, with the financial support of British Council. Attended by the staff of the Muslim League Records Unit (now named the Archives of the Freedom Movement) and the staff of

the provincial archives and other archival agencies, the course was conducted by Mrs. Zawwar Zaidi, with the assistance of a British archivist (33). In 1973, a one-week course on Modern Archives was organized at Islamabad by the newly-created Directorate of Archives. It was both a theoretical and practical course and was attended by archivists from all over the country, including those of the provincial record offices and the staff of libraries associated with archival work. Such topics as the causes for deterioration of paper and possible remedies, the effects of acidity on paper, its diagnosis and possible chemical treatment, were highlighted. The course proved to be successful in terms of its impact on work conducted in the record offices and archival agencies (34).

Taking into consideration the usefulness of such courses for the promotion of archives in the country, the National Archives of Pakistan continued to organize short courses, often in collaboration with others, on different aspects of archival administration, both in Islamabad and at other capital cities. These included a two-week course on Microfilming and Preservation in October, 1979, held in Islamabad; three courses on Preservation of Archival Material in 1981 in different cities of the country, including one at Hyderabad in collaboration with the Institute of Sindhology, Jamshoro; a one-week seminar on Training Needs and Policies in Archives, held in December 1989, in Islamabad; a two-week course on Conservation of Archives and Library Material, in collaboration with the Netherlands Library Development Project Pakistan, in October 1992, in Islamabad; and a two-week Practical Training Course on Conservation of Library Material, held in June 1997, in Islamabad (35).

*Role of Universities:* With the importance placed on university education in recent years in Pakistan, the need for archival training at the universities has also been emphasized in professional circles and efforts have been directed toward this end. In the reports on archives submitted to the government of Pakistan by Martin Moir in the early 1980s, there included a specific proposal to establish archival education courses in the universities.

One recommendation suggested establishing a six-month or one-year course at the Quaid-i-Azam University, which was strategically located near the National Archives in Islamabad (36). In his report, Moir suggested that staff working at the National Archives could act as part-time lecturers, conducting classes in the afternoon or in the evening. Unfortunately, this proposal failed to receive approval from the authorities. Also ignored at this time was a resolution passed at the International Symposium on Archives, held at Istanbul on February 13, 1982, that focused on the need for establishing instruction in archives administration in Pakistani universities (37).

Over a decade passed before a graduate course in archival studies appeared within the walls of a university. In January 1993, the University of Sindh instituted a Post-Graduate Diploma in Archive Studies, within the Department of Library and Information Science (38). Martin Moir, in association with a committee formed for this purpose by the Vice Chancellor, developed the curriculum for a two-semester program, with each semester consisting of five courses as follows (39):

First Semester: Introduction to Archives; Archive Administration; Records Management; Administrative History; Paleography and Manuscript Studies.

Second Semester: Historical Development of Archives; Conservation of Archives; Archive Arrangement and Preparation of Finding Aids; Historical and Bibliographical Studies; Administration of Rare Books, Newspaper.

The entire course included both classroom and laboratory work. The first class consisted of five students who graduated in 1995; both the second and third classes had only one student each. All those who completed this program are currently working in various archival agencies throughout Pakistan (40). But unfortunately the program had a short life, ending in 1996.

At least six public universities in Pakistan that teach library science at the postgraduate level include optional archives-related courses in their master's degree program. As early as 1966, a course entitled, "Archival Library Service" was incorporated as an optional course in the final year of the two-year MA in Library Science program at the University of Karachi (41). Its title changed to "Archives Management" in 1973. This course is still included in the curriculum but was never offered until 2004. Other universities that offer degree courses at the postgraduate level, have also incorporated archives-related courses in their curriculum, such as Rare Books, Manuscripts and Special Collections; Public Records, Rare Materials and their Conservation; and Public Records and Documents. But although listed in the curriculum, these courses were never offered because of limited interest of students.

*Overseas Training:* Participation in overseas training programs by Pakistani citizens has been limited in all academic disciplines because of infrequent opportunities and numerous bureaucratic obstacles. Among these disciplines, archival administration is no exception. But unlike other subjects, there had never been provisions for formal education leading to a diploma or degree course in this field in overseas training. Traditionally, overseas training for Pakistani archivists has taken place at a particular institution in the country that extends an invitation. Such programs were meant for the working archivists in the National Archives of Pakistan or other leading archival institutions. The United Kingdom has been most cooperative in this regard. Other countries extending such invitations include the United States and Germany. But only a handful of Pakistan's archivists have benefited under this system of training. The earliest occurrence was in the early 1970s, when two staff members of the Muslim League Archives at the University of Karachi, through the assistance of the British Council, were sent for training in United Kingdom. Subsequently, six archivists from the National Archives, including the former director general, participated in overseas training programs (42).

## **Problems in Need of Attention**

The development of archives in Pakistan has always been faced with a number of problems. The creation of a single Directorate for two independent disciplines in a developing country like Pakistan, and particularly at the initial stage of its creation, has been a favorite topic of discussion in the professional circles of librarians, archivists, and historians. In fact, all three groups disliked the idea of combining archives with libraries, since the development of both suffered as a result. Nothing of significance was achieved in either discipline during twenty-two years of the Directorate. The Directorate, though always headed by a professional historian, failed to provide the leadership necessary to develop either the archives or the libraries. Its administrative structure reflected that of a typical government department, and its leaders lacked professional training. There was always a climate of stagnation, so extensive that the Directorate failed to create awareness to the importance of archives, even within higher government circles. This situation continued for several years. But with the transfer of the Muslim League Records to Karachi University in 1966 came gradual change. The government began to think more about the country's archival resources and those institutions responsible for their management. Although progress was slow, the transfer of Quaid-i-Azam Papers (Personal Papers of the Father of Nation Muhammad Ali Jinnah) to the Ministry of Education in 1970 triggered the government's interest in the archival development of the country. But again, the events in 1971 slowed the pace of change. More importantly, the move of staff from East Pakistan, including the Director of the Directorate of Archives and Libraries, to the newly-created state of Bangladesh, has tremendously affected the working of the Directorate. But this situation was short-lived as unprecedented changes took place in several sectors of national life during this time. With the government experiencing changes, including the reorganization and restructuring of several divisions and departments, the Directorate of Archives and Libraries divided in 1973 into two independent directorates. The newly-established Quaid-i-Azam

Paper Cell in the Ministry of Education was merged with the Directorate of Archives, and the officer in charge of the Cell was promoted to deputy director. While this action on the part of the government proved to be a turning point in the archival development of the Pakistan, old problems persisted and new problems surfaced.

*Apathy Toward Archives:* Notwithstanding the above developments, it must be pointed out that the place of archives is yet to be determined in the national scheme of priorities. This can be attributed to the lack of understanding on the part of government personnel on how a functional archival establishment can be helpful to a nation-building program. Again, this could be linked to the poor state of existing archival institutions. These institutions have failed to demonstrate how public records organizations could be helpful in increasing government efficiency through the preservation and use of public and private records as a primary national information resource. Lack of recognition for archives and records has led to neglect of those resources, thereby affecting funding in many organizations.

*Lack of Competent Personnel:* One of the major problems of archives in Pakistan has been the lack of professionally trained archivists to administer its records. The seriousness of the problem can be gauged from the fact that there are only ten archivists in Pakistan today with graduate degrees in archival studies. Moreover, irrespective of qualifications and experience, the available staff is not competent enough to meet the requirements of present day archival management. The short-term courses cannot serve this purpose. The curriculum of Post-Graduate Diploma in Archives offered by the University of Sindh does not meet the present-day requirements, since it represents the traditional approach to archival management. More specifically, it lacks courses related to information technology.

*Lack of Coordination:* There is very little coordination between the various archival establishments in Pakistan. It is a deeply rooted problem, which traces back to the early days of



archives in this country. This can be attributed to the absence of leadership on the part of both the Directorate of Archives and its predecessor, the Directorate of Archives and Libraries. The Directorate of Archives, a subordinate department of the Ministry of Culture that is charged with the responsibility of National Archives, has failed to fill this leadership vacuum. Another contributing factor for the lack of coordination among archival institutions is the nonexistence of a professional organization of archivists in Pakistan.

*Limited Guides, Catalogues, and Finding Aids:* The need to be able to identify and locate materials of interest in the absence of an archival guide has long been felt on the part of researchers and working archivists. Some progress has been made over the years at several archival establishments. For instance, a descriptive catalogue of Quaid-i-Azam Papers is being prepared at the National Archives of Pakistan and a few volumes have also been published. A list of microfilm holdings of the National Archives is also available. Likewise, a handbook of material available at the Archives of the Freedom Movement was prepared by Siddiqui in 1988 (43). Individual libraries are preparing catalogues of their manuscript collections. A comprehensive guide to the archival material available at the different archival institutions and establishments has not yet been compiled.

*Non-Application of Information Technology in Archival Work:* The use of computer technology in archival institutions is almost nonexistent. Pakistani archivists even lack awareness of the benefits of computer technology for various archival functions. Computer use in libraries is increasing, but only a few libraries in public sector institutions have made use of this technology. These libraries have applied this technology to a limited number of information activities. The situation in private sector libraries is much better, but there are fewer private libraries in Pakistan.

*Other Constraints to Archival Development:* In addition to the problems mentioned above there are four other constraints worth mentioning: (1) the absence of standards for archival

description; (2) the lack of comprehensive archival regulations; (3) limited interest in the archival profession among the younger generation, primarily because of low salaries and status within Pakistani society; and (4) the domination of the profession by a few individuals with vested interests.

### **Suggestions for Improving the Development of Archives**

The preceding discussion reveals a number of areas that warrant immediate consideration for the development of archives in Pakistan. Some of these issues are listed below and possible solutions are suggested:

1. The National Archives of Pakistan must play a leading role in the development of archival institutions and the archival profession in the country. It needs to expand its services to include meaningful coordination among the country's archival institutions and assist with the development and implementation of standards for the profession, including descriptive standards for producing archival guides, catalogues and finding aids to the historical records of Pakistan that reside at the National Archives and at other archival agencies and institutions throughout the country.
2. There is a dire need for creating awareness for the use of computers in archival institutions to accelerate the pace of preparing records for administrative use and historical research. The National Archives of Pakistan must play an influential role in this regard. This organization needs to develop formal and informal links with policymaking government agencies, professional bodies, and professionals to persuade them to acquire skills and seize opportunities to implement computer technology in a timely manner for the storage and retrieval of country's archival resources.
3. To meet the challenges of the rapidly-changing information environment, the archival training program at the

University of Sindh needs to be revived and improved by incorporating information technology related courses into the curriculum. Assistance should be sought from those British and American universities that offer graduate programs in archival management.

4. The absence of a professional organization of archivists has seriously eroded the capability of communicating among the archivists of the country. The formation of a Pakistan Society of Archivists is strongly suggested.

## Notes

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6. Pakistan Historical Records and Archives Commission, *Proceedings of the First Meeting, held at Karachi on 3rd and 4th December, 1948* (Karachi: the Commission, 1948), I, II.
7. Anis Khurshid, "Standards for Library Education in Burma, Ceylon, India and Pakistan" (unpublished PhD dissertation, University of Pittsburgh, 1969), 240-242, 251. Asadullah was the husband of Muhammad Ali's maternal aunt. See Hameeda Akhter Husain Raipuri, *Hamsafar* (Karachi: Maktab-i-Danyal, 1999), 266.
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12. Ibid., 55-56.
13. Ibid., 53-54.
14. Mahmudul Hasan Siddiqui, "Dr. Qureshi: A Pioneer Archivist," in *Dr. Qureshi Ishtiaq Husain Memorial Volume II*, ed. Hilal Ahmad Zubairi (Karachi: Dr. Ishtiaq Husain Qureshi Academy, 1994), 42.
15. Ibid.
16. The Quaid-i-Azam Papers were originally part of the Archives of the Freedom Movement, University of Karachi.
17. Ashraf, *Tahafuzz*, 307.
18. For more information about the building, see Timothy A. Slavin, "The National Archives of the Islamic Republic of Pakistan," *The American Archivist* 54 (Spring 1991): 222.
19. Sheikh, 6-7.
20. *National Archives Act, 1993* (Islamabad: National Archives of Pakistan, 1994). In fact, it took almost 20 years to have enacted this Act after the creation of National Archives of Pakistan. Earlier in 1975, the Archival Material (Preservation and Control) Act was passed by the Parliament.
21. Sheikh, 7-9.
22. Siddiqui, [A] *Handbook of Archive & Archival Material on Pakistan Freedom Struggle*, ed. M. H. Siddiqui, assisted by Aqeeluzzafar Khan. (Karachi: University of Karachi, 1988) p. xxiv. The All India Muslim League, founded in 1906, was the political party responsible for the creation of Pakistan.
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## Funding Dilemma in Pakistani Libraries: Causes, Effects, Responses

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### Background

Libraries play a vital role in social and economic development of a country. Libraries also contribute towards better education, healthy social environment, and growth in agriculture, business, and industrial sectors. Their role in national security and other spheres of life is becoming evident as our society is transforming into information society. Libraries are the clearinghouses of cultural heritage. They provide valuable information on vital national issues and in this way they function as national resource such as water and energy. The national intellectual resources contained in libraries makes a nation rich and strong. Keeping this in view wise nations always invest heavily in establishing a network of libraries with modern facilities and technology.

Without finance no service can be continuously provided. In this modern world, democratic governments take the responsibility of establishing libraries. During last two/three

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decades, however, it has been becoming more and more difficult for any government to meet the increasing financial demands of libraries for their optimum functioning. Reasons for this financial stress are multiple, however, an overall recession in world economies had compelled governments to impose financial cut on libraries along with other economy measures. The information explosion has placed increased pressure on already stretched financial resources of libraries. User demands for a kind of new library services have been growing during these decades. They want new material in faster and more conveniently accessible modes. The cost of library materials (books, periodicals, audio-visual aids, multimedia, etc.) is increasing exponentially due to inflation and increasing cost of material.

This problem is more severe in poor economies like Pakistan where libraries have never been provided funding adequate to offer services to their users in a satisfactory manner. During more than fifty years after the independence of Pakistan all plans for library development in the country have proved fruitless due to lack of funding. Library literature in Pakistan is full of negative expressions such as 'inadequate' resources and 'poor' funding. While narrating the miserable conditions of any kind of Pakistani libraries, poor finance has emerged as one of the major deterrent in providing proper library services. "The chief deterrent to their development has always been the lack of money. The improvement of library service in Pakistan is more closely linked to the country's economy than in any other developing country" (Haider, 1975, p. 383). Qureshi (1982) also expressed his concern about low financial support for libraries by considering it as "one of the major factors which hindered library development in Pakistan" (pp. 52-53).

When the funding problem was got worst in Pakistan? In Haider's (1993) opinion, before the mid-1960s libraries received the most favored treatment in the shape of generous budgetary allocations. After the War of September 1965 between India and Pakistan, the national economy was badly affected. Afterwards,

because of political upheaval in the country, and dismemberment of the country, the limited library resources were further curtailed. In the following years, because of the ever-increasing costs of material and galloping inflation, the situation did not improve.

Literature shows that all types of libraries in Pakistan are the victims of this problem. Presenting the picture of university librarianship in Pakistan during 1970s Haider (1983) stated that:

The book budget, truly speaking, has had always been a problem of vital significance to the university librarians, university administration, and even to the students concerned with library affairs. Evidence of this interest could even be seen in the election manifestos of the candidates contesting the elections of university student unions. Despite of all this, the situation with regard to budget allocation for acquisitions of library materials did not change much over the years (p. 211).

Discussing the problems of public libraries in Pakistan, Haider (1996b) considers poor funding as the major cause for their poor state of affairs. He says:

In fact, the crux of the problem lies in the non-availability of adequate financial support for public library services. Funding for public libraries has not been only below the critical amount needed to provide effective services, but irregular, too. Most of the library allocations are spent on salaries; only a small amount is spent on purchase of books. ... The shortage of funds has not enabled these libraries to improve their resources and services (p. 165).

Describing the poor condition of college libraries in Pakistan during 1970s Haider (1983) stated that “there is no practice of definite budgetary provision for library purpose in regular budget of the college” (p. 215). The situation remains same even in 1990s (Haider, 1996a, p. 211)



A study group was set up by the University Grants Commission in 1977 to investigate the problems of degree-colleges in Pakistan. About financial condition of the college libraries they reported that "Library grants are dismally poor and have hardly any relation with the student intake and the present price structure of books" (cited in Khan, 1981, p. 421)

An article by Majid (1993) throws light on funding conditions of agricultural libraries in Pakistan as follows:

Scarcity of funds has always adversely affected the performance of agricultural libraries in Pakistan. The funding situation seems to have further deteriorated in recent years. Most of the agricultural libraries have been operating with a budget of less than US\$1000. Few of them did not have separate library budgets and were using budgets of their parent organizations which themselves experienced financial stringencies (p. 234).

What are the causes of this funding dilemma and its devastating effects on libraries in Pakistan? How did Pakistani libraries respond the funding problem? These questions need serious attention of researchers in the field of library and information science. This study was conducted to answer these questions.

## **Methodology**

This study is based on the review of literature. For literature search standard sources, such as *Library Literature*, *Library and Information Science Abstracts*, *Dissertation Abstracts*, and *ERIC Online Database* were used. Online catalogs of various large libraries, such as Library of Congress, the British Library, etc., and World Wide Web search engines, such as *Google*, *Altavista* and *Yahoo* were used extensively. Various indexes and bibliographies on library and information services in Pakistan were also used. To collect relevant literature the principal researcher

personally visited various libraries in Lahore, Islamabad and Karachi.

## Causes

Various factors contribute in the worsening situation of library funding. Some significant reasons are described here.

Economic conditions of developing countries had always been poor. This factor had a bitter effect on library funding in these countries. In his report on *Human Development in South Asia*, Haq (1997) summarizes the poor economic conditions in Pakistan. The following report shows that, in the presence of more severe problems, how libraries can be on the priority of the government.

Over two-thirds of Pakistan's adult population is illiterate. 17 million children were out of primary school in 1995. 60 million people do not have access to health facilities. 67 million people are without safe drinking water. 89 million people are deprived of basic sanitation facilities. There are 740,000 child deaths a year, half of them linked to malnutrition. 36 million people live in absolute poverty (p. 39).

Zaidi (1999, p. 9) also considers these indicators as causes of the failure of Pakistan's economy.

Inflation is considered as a major problem for Pakistan economy. Stating the history of inflation in Pakistan, Zaidi (1999) writes that:

It has historically been rather low. A mere 3.3 per cent across the 1960s, it rose 11.9 per cent on average in the 1970s, and fell again to an average of only 7.5 per cent in the 1980s. Only since the early 1990s inflation has become a matter of concern (p. 283).

P. Hasan (1998) reports that from 1960 to 1995 there has been inflation on an average of 7.8 percent per annum. This situation went worst in 1990s, as he says:

As GDP growth slowed down, inflation accelerated in the 1990s. Between mid-1990 and mid-1996 prices as measured by the GDP deflator nearly doubled, indicating an average annual increase of over 11 per cent. Since mid-1993, prices have increased over 12 per cent per annum. The 1990s have been the worst period of inflation in Pakistan's history with the exception of 1972-7 when prices grew by 15 per cent per annum (pp. 26-27).

Haider (1985) identified the causes of financial stringency in Pakistani libraries in these words:

Expenditures on the acquisition of library materials no doubt show an upward trend, but it is also true that this increase has not kept pace with the rise in cost and escalating inflation. Further, the delinking of the Pakistan Rupee from the U.S. dollar has aggravated the situation even more. This step on the part of the Government ultimately resulted in the devaluation of the local currency against the U.S. dollar. In Pakistan, where the library materials, for the most part, are imported from the U.S.A., this has meant a clear-cut curtailment in the budget allocation (p. 52).

Due to other social problems education is not a priority area for governments in developing countries. Libraries as a part of the educational budget are also being neglected. Education, in general, has always been neglected in Pakistan. Presenting a half-century review of the economics of education, Kardar (1998) says:

The primary reason for the sad way in which education has been disregarded is that the government barely spends \$3 per capita on activities important for human care, compared with \$130 spent by South Korea and Malaysia. One of the

reasons underlying the poor allocations for the social sectors has been the diversion of a huge chunk of budgetary resources to defence. ... The poor outcome, owing to the low priority accorded to education in the government's budgetary allocation, is compounded by weak delivery systems and highly inefficient implementation mechanisms. ... The institutions providing higher education are heavily under-financed compared to institutions in neighboring countries. Colleges spend almost 90 percent to 95 percent of their budgets on staff salaries, leaving meager amounts to pay for operational and infrastructural costs. In the case of universities, 80 percent of the budget is allocated to salaries. ... Universities have hardly any funding for research to even support direct teaching. ... In universities, an average 3 percent to 4 percent of the budget is allocated to research, libraries, and equipment (\$40-45 per student); in fact, the budgetary allocation for libraries is barely enough to buy two new books per student per year. (pp. 46-54).

Haq (1997) feels that the military budget badly affect the financing of development activities. He reports that there are nine soldiers for every one doctor and three soldiers for every two teachers. Commenting the Pakistan government policy about librarianship, Ilyas (1998) says that:

The five year plans are the key documents representing the government's policy for various sectors. Librarianship seems to be almost neglected in these plans, as the libraries are mentioned as a sub-sector of education and the development of librarianship as a profession has been under-emphasized. In most cases the allocations made for the development of librarianship are not given under a separate head. It seems that the potentialities of libraries and librarianship were not recognized in these plans in terms of allocation and utilization of funds (p. 127).

The price increase of library materials has been the most significant reason for sad state of affairs. Pakistani libraries are dependent on import from the U.S. and Great Britain for nearly 90% of their material requirements. Thus price rise of books and journals at a much faster speed has forced these libraries to limit their acquisitions, particularly through the 1980s (Haider, 1996a).

## **Effects**

As each service provided in a library demands proper funding, the financial crisis has affected all spheres of library world. A good library service can only be provided with a comprehensive and up to date collection. Poor funding of libraries and high prices of library materials have severely affected library collections. Now libraries are not able to build and maintain a good collection to properly fulfill the information needs of their users. Rate of new additions is decreasing day by day. Libraries are also forced to buy cheap material which is of less use for their clients. Haider (1983) presents the dismal picture of college library collections during 1970s as follows:

The resources of college libraries are neither adequate nor up-to-date. Their collection consists of largely gifts of organizations and many individuals, and hence of miscellaneous character. Presentation of scientific resources is poor. The ratio of annual addition is just a few titles (p. 215).

The situation is still not improved. In another article, Haider (1996c) repeats the same views about college libraries in Pakistan. In an article on university libraries, Khurshid (1987) says, “because of ever shrinking budgetary allocation, on the one hand, and ever rising inflation on the other, the rate of growth of university libraries is insignificant. They are only making a modest addition in the range of 2000 to 5000 titles per annum” (p. 78)

Reviewing the half-century development of public libraries in Pakistan, Haider (1998) presents the gloomy picture of library collection as follows:

Almost without exception, the existing stock is dated and static as a consequence of chronic budgetary constraints over the years. Some town committee libraries have not purchased even a single title for years from their regular budgetary provision, since it is hardly sufficient to subscribe to one newspaper for six months. Ever-increasing inflation and rising costs of books have exacerbated the situation. Under such unfavourable circumstances an acquisition of 150 to 250 titles per annum is considered an ideal figure by the majority of public libraries (p. 52).

There are also examples of the poor acquisition budget in some individual libraries in Pakistan. The picture of a small public library in Jacobabad, Sindh is painted by Butt & Soomro (1997). During the old good days the library was financed by the subscribers and private donations. After the birth of Pakistan, it is being managed and financed by the local government. "At present no financial budget allocation is made by the Municipality for the purchase of books. Not a single book has been purchased during the last ten years" (p. 58). Inadequacy of resources due to the lack of funds in agricultural libraries in Pakistan is mentioned by Haider (1985, p. 51).

Among various types of library collections periodicals have been the worst victims of financial crisis in libraries. The main reason is the rising cost of periodicals at a rate faster than books and other library materials. Consequently, libraries have to cut their periodical subscriptions. One example of the cuts in periodical subscription in Pakistan is the Quaid-e-Azam University Library at Islamabad. The library was subscribing to 850 journals in 1970 as compared to 318 journals in 1990-91 and 146 in 1991-92 (Hanif & Khan, 1993).

Poor funding has affected the overall quality of library services due to which users suffer a lot. In his doctoral research Ramzan (2002) found that lack of budget is the number one problem in implementing information technology in Pakistani libraries.

## **Responses**

Funding crisis is not new in libraries. Authors who have discussed the issue often suggested to libraries ways to survive in this sad state of affairs. Some responses to the funding dilemma which have been repeatedly discussed in the professional literature are given here.

Various authors recommend that publicly funded libraries should continue to seek for public money. They have suggested the methods of lobbying for getting more money from the public purse. Pakistan Library Association has had always been struggling for the enhancement of library funding in the country. At each annual conference, the Association passed one or more resolutions requesting the government to increase library budgets (Resolutions of the 1st to 8th conferences are reproduced in Khurshid, 1973, pp. 39-66).

After recognizing the poor economic conditions of Pakistan and other pressing national priorities, Haider (1998b) suggests that, "if libraries are viewed as part of the problem and of the solution, and they should lobby effectively for such recognition, then they may receive a more just proportion of the nation's limited development resources" (p. 55).

Cooperation among libraries is also mostly recommended by authors discussing the ways to cope with the funding problem. Suggesting the methods for improvement of medical libraries in Pakistan, Haider (1981) says:

There is no hope of a miracle, at least in the near future, if one keeps into consideration the developmental constraints, particularly insufficient funding, ever increasing inflation

and rising costs of materials. What could be done under the present circumstances? The most obvious solution to the problem lies in welding the existing resources and services into a complete system, popularly known as network (p. 128).

Haider (1985, p. 57) suggests that the only solution of the funding problems in Pakistani libraries is cooperation among them.

Seeking for alternative funding sources is one of the responses which is advocated by a large number of authors. Practice of all types of libraries also shows that this has always been considered as one of the successful methods to cope with financial crisis. Alternative funding includes all funds received from any sources other than the main funding source. For publicly funded libraries the main source of funds is the government which provides money in the form of regular or special grants. Although, as library history shows, libraries have had always been receiving funding from alternative sources but this practice was expanded during and after 1970s when libraries found themselves hard to survive with the meager public funding. Professional literature reports various activities that libraries, throughout the world, carry out to seek alternative funding. The literature also unveils various alternative sources that provide funds for libraries. Major alternative sources include donations, endowments, fines, fees, rentals, and sales.

All the draft acts for public libraries in Pakistan recommend, among other sources of funding, the contributions, gifts and income from endowment; including fines and other amounts collected from readers (Anwar, 1996). Discussing the better use of the resources of agricultural libraries of Pakistan, Majid (1993) says, "Libraries may charge a reasonable fee for their services, to discourage abuse of facilities and also to generate funds to meet running costs of equipment." A survey of Pakistani university libraries, conducted by Khalid (1997), reveals that the role of additional funding sources is small. Ten percent libraries



charge fines, 30% receive grants and 60% libraries receive income from other sources.

Various sources of alternative funding found in literature can be divided into two categories: fees for library service and fundraising. In Pakistan, most of the libraries are part of the education system. Usually, there is no trend for cost recovery in education. Public sector education is provided free or at a nominal charge. Kardar (1998) states that:

Tuition fees range from Rs.0.50 per month for primary education to a maximum of Rs.240 per month for those enrolled in institutions producing doctors. In Punjab, monthly tuition fees is a mere Rs.90 for a post-graduate student, Rs.240 per students enrolled in a medical college and just Rs.50 payable by a student attending an engineering course; which translate to a potential cost recovery rate of less than 1 per cent. These user charges are even lower in the NWFP and Balochistan. ... The amount of subsidy is the highest for the tertiary levels of education. ... These subsidies have also risen over time because cost recovery in the education sector has fallen from 12.7 percent in 1972-3 to 2.9 percent in 1992-3 (pp. 54-55).

Various Pakistani authors recommend cost recovery in education. P. Hasan (1998) says that the quality of higher education has dropped due to low cost recovery. "A much higher rate of cost recovery may help to improve the efficiency of both public and private sector institutions by increasing effective competition between the two which is sadly lacking at present" (p. 66). Kazi (1998) seconds this view by stating that:

One argument made to overcome the funding deficiency is that fees should be increased; and, of course part of the financial requirements should be met through fees. ... In a country like Pakistan, a case can be made for participation of parents and students (p. 265).

With respect to fee-based services in Pakistani libraries no comprehensive survey has been carried out. Only indications of such services are found in some professional writings. The study conducted by Koenig & Goforth (1993) disclosed that 77% libraries in the US, 43% in the Netherlands and 33% in Pakistan were engaged in some kind of cost recovery for library services.

Khokhar, et al (1987) state that university libraries in Pakistan collect fines on return of overdue books. The draft public libraries act proposed by the Technical Working Group in 1984 imposed restrictions on charging for library services except for book reservation, fine for overdue, inter-library loan and making reproduction (photocopy, etc.). This draft was also submitted to the Punjab Secretary Education by the Director General Public Libraries in 1994 (Anwar, 1996).

There is no report of library fundraising activity in the literature. However, mention of donations and gifts are found in general literature of librarianship published in Pakistan. The Pakistan Library Association, on the eve of its 3rd Annual Conference, Dacca, 1960, passed a resolution recommending the organization of friends of libraries in important cities. The objectives of these groups were to be “to organize popular campaigns for creating awareness of and support for libraries and also for collecting funds, books and equipment for improvement and expansion of existing libraries” (Khurshid, 1973, p 42). Whether these groups were organized or not? There is no indication found in literature.

In 1964, the participants of a seminar emphasized the need of seeking donations and gifts from individual philanthropists in the country (*Role of the library*, 1965, p.83). In 1968, the first Director Libraries of the West Pakistan Government sent to the Education Department a draft charter of duties for approval. One of the clauses in this charter was, “to help interested educational institutions in obtaining free donations of books for their libraries from national and foreign sources” (R. J. A. Khan, 1981). Due to unknown reasons this clause was not approved by the government.

Discussing the financial problems of public libraries in Pakistan, Hossain (1972) recommends that fundraising efforts should be started. He says:

We have very little financial contribution by our wealthy people, foundation, etc. Public philanthropy can made a dramatic change in the public library service. We desperately need a Pakistani Carnegie. May be some of our fortunate brother is prepared to contribute a small portion of his surplus wealth for this noble cause but he has never been approached or he has any idea of the services rendered by the public libraries. Let us send a team of librarians for this expedition! If we are not successful in our attempt let us not be disheartened. The mission should be carried all through (pp. 281-282).

Hanif (1972) recommends that public libraries should seek funding, on one hand from the central, provincial and local governments and donations from the people on the other hand. Donovan (1984) found that many of the libraries of Pakistan receive donations. He recommends that “the Ministry of Local Government and Rural Development should explore and encourage efforts to have the tax laws amended to give tax credits for donations to public libraries and to libraries of educational institutions” (p. 23).

Recognizing the importance of library fundraising the Government of Pakistan has added it, for the first time in the history of Pakistan, in the policy provisions given in the *National Education Policy 1998-2010*. The policy provides that, “Endowment fund for the development of libraries in collaboration with donor agencies will be created” (Pakistan, 1998, p. 119).

Pakistan Library Association recently has decided to set up an endowment fund suggested in the education policy (*Pakistan Library Association: Introduction, Objectives & Policy Provisions*, n.d.) and launched a campaign. Through a brochure PLA has requested each Pakistani family to donate Rs.10 to this fund. “In

this way an amount of Rs.1,350 million can be raised. Provision of quality books and furniture to the school and rural public libraries will be on priority” (*Pakistan Library Association: Ta’aruf*, n.d.). According to news report, the Punjab Public Library, Lahore has planned to hold a library day to help generate funds (“News Fronts International,” 2000, p.32).

Literature shows that there have not been any concerted efforts for fundraising in Pakistani libraries. Discussing the gifts and exchange activities in university libraries in Pakistan, Haider (1993) comments that:

Acquisition of gifts and process of exchange are the responsibility of acquisition departments in the present administrative structure of university libraries in Pakistan, but there is not much work done in this connection. Excluding casual gifts of single titles by their authors, there are neither gifts fund, as found in Western countries, requiring accounting and book-keeping, nor does the prevailing environment offer many chances for solicitation, particularly in the scientific and technical fields (p. 171).

Majid (1993) gives details of a USAID project in Pakistan which provided 17 agricultural libraries with computer equipment, software, CD-ROM databases, and training. A grant of one million US dollars was approved for this project. Khokhar, et al (1987) mention that:

There are instances of donations in university libraries in Pakistan, but they are not regular. In some cases donations in the form of materials such as books and equipment are received. A good example of this is the British Book Presentation Programme sponsored by the UK Overseas Development Administration through the British Council in Pakistan (p. 30).

The statistics of library collection of the Allama Iqbal Open University, given by M. Hasan (1982), shows that between 1974

and 1982 the library acquired 59.56% of its collections through donations, and only 40.44% books were purchased. The Sind University Library also got material through gifts/donations. Butt (1986) mentions that:

During the year 1980-81 nearly 267 books/publications were received under this head. Most notable among donors was Imam Muhammad bin Saud University, Riyadh, who presented a sizeable gift of 93 Arabic books ... The gift of Urdu books from Delhi University is also worth mentioning. Various learned bodies and research organizations in private and public sector in and outside the country also keep on sending their publications/reports to the library (p. 26).

The library of the University of Peshawar, according to the statistics given by A. U. Khan (1986), received more than 43,000 books through gifts and exchanges from 1951 to 1982. In Anwar's (1983) survey of urban public libraries of Pakistan, it was found that 30 out of 68 libraries received books through donations. Eleven libraries received book gifts from the Asia Foundation. Some other libraries got books from organizations like M. Ibrahim Trust, Karachi, U.S.I.S., Franklin Publications, Rifa't Sultana Memorial, UNESCO, individual philanthropists and general public (pp. 72-73). The General Library at Sukkur received every year a cash donation of Rs.10,000 from Hakeem Saeed of the Hamdard Foundation. This donation was stopped later. "The 1992-93 annual report of the library contains more than one hundred names of institutions, newspapers, and individual lovers of this library who supported the library with the donations in shape of cash or books" (Butt, Soomro, & Gangani, 1996, pp. 56-57).

Moreland (1961) introduces the Asia Foundation's program known as Books for Asian Students. Under this program, during just one year, 75,000 books and 15,000 journals were donated to libraries in Pakistan. The 1998 annual report of the Asia Foundation shows that its Books for Asia program distributed

503,000 books to 4,242 libraries in 13 Asian countries (The Asia Foundation, 1998, p. 21).

The British Council opened its first library in Pakistan in 1950 in Karachi. Branch libraries were also opened afterwards. According to Evans (1961), "In addition to the books in its own libraries, a large number of books and periodical subscriptions have been presented to many institutions, university libraries and schools throughout the country."

Various international organizations have been granting money for the development of libraries. Haider (1993) names some of them:

Some organizations like Food and Agriculture Organization and World Health Organization, have helped the Agricultural University at Faisalabad, and the Faculty of Health Science at the Aga Khan University respectively, to enrich their collections by providing their own publications. The British Council has also helped several libraries to procure British periodicals by paying subscriptions on their behalf and by donating books and periodicals. Ford Foundation too, is assisting Pakistan Institute of Development Economics and Applied Economics Research Centre, University of Karachi, in this regard (p. 171).

Anwar (1972) mentions the role of various foreign organizations and projects that contributed a large in the development of libraries and librarianship in Pakistan. These include the Colombo Plan, the Carnegie Corporation of New York, the Asia Foundation, and the USAID.

Ahmad (1984) notes below some of the donations given to the Pakistani university libraries.

In 1978, Bahauddin Zakariya University, Multan, received an allocation of 900,000 rupees under the Hungarian Barter and 600,000 rupees under the West German Loan. Out of this special aid, the vice-chancellor of the university

granted 500,000 rupees for the purchase of library materials. ... The University of Karachi, on the occasion of its Silver Jubilee, was not only granted cash gifts from a number of commercial organizations, but Kruddson Ltd gave a complete set of the McGraw-Hill *Encyclopedia of Science and Technology* to be placed in the library (p. 114).

In 1975, the Netherlands Government initiated the Netherlands Scientific Literature Project (NSLP) with the aim of providing scientific literature support to university libraries in Pakistan. From 1975 to 1990, some 3.5 million Netherlands Guilders of the Dutch bilateral allocation for Pakistan was committed to this project. In 1991, this project was converted into the Netherlands Library Development Project (NLDP) with the broader scope of activities. Till 1996 NLDP was active in the development of various areas of librarianship in Pakistan particularly in the development of information technology in the form of providing hardware, software, and assisting in expansions of training facilities to libraries (Mahmood, 1996).

Mughal (1985) summarizes the role of UNESCO in the development of librarianship in Pakistan. UNESCO had been instrumental in the establishment of many important agencies and organizations in Pakistan such as Pakistan Bibliographical Working Group (PBWG), National Book Centre of Pakistan (NBC)/ National Book Council of Pakistan (NBCP), Pakistan Scientific and Technological Information Centre, (PASTIC), Regional Office of Cultural and Book Development in Asia (ROCBA), and UNESCO Regional Centre for Reading Material in Asia. UNESCO also organized some training courses from time to time for Pakistani librarians. On the request of the Pakistan Government UNESCO invited experts to formulate plans for library development in Pakistan.

In 1989, a network of business and economics libraries of Lahore (LABELNET) was set up with the joint sponsorship of International Development Research Centre (IDRC) of Canada and

the Lahore University of Management Sciences (LUMS). Under this project bibliographic databases were established, union list of serials was published, an inter-library loan system was set up, and training to the staff of participating libraries in information technology was imparted (Riaz, 1990).

To provide assistance to libraries in the Punjab province, the Punjab Library Foundation was established in 1985 with a capital of Rs.100 million. In the shape of books, furniture and equipment the Foundation has allocated, between the years 1986 and 1991, Rs.56.4 million to 237 public libraries of the province. Other projects of the Foundation include training, workshops, prize competition for research articles on librarianship, publication of books, computerization, free textbook service, award of foreign scholarships, and a mobile library service (Taj, 1991).

## **Conclusion**

Literature on funding problems of Pakistani libraries reveals that poor economy of the country, inflation, low priority to education and price increase of library material are the main causes of this dilemma. The effects of poor funding include inadequate collection, cuts in periodical subscriptions and poor quality of library services. Various responses to the funding dilemma include continuation for seeking public money, cooperation among libraries and seeking for alternative funding sources.

Fee-based library services and fundraising are the forms of alternative funding in libraries. Literature shows that there is some awareness about this method of funding in the country and some examples are found but no concerted effort was made in this regard. Pakistani libraries have a great potential for alternative funding. This method can lessen the funding problems of libraries if decision makers give priority to it and carefully plan for this.



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## Role of Libraries in Promoting E-Learning: A Review of Singapore Initiatives

Abdus Sattar Chaudhry\*

### Introduction

Recent developments in technology, Internet, and World Wide Web have created many new opportunities allowing consumers to buy products and use services from the sanctuary of their homes. E-learning is one of the many manifestations resulting from convergence of new technologies and emergence of the web. E-learning is referred to by several other names like online learning, virtual learning, distributed learning, distance learning, etc. Like-wise, online learning may also be confused with the terms technology-based instruction, computer-based training, computer-based instruction and web-based training. Each of these terms is used for slightly different types of activities.

Technology-based instruction has the broadest meaning and refers to training through any media other than the traditional classroom. That includes computers but also refers to television, audio tape, video tape and print. Computer-based training is a part of technology-based instruction and refers to courses presented on a computer that is mostly not connected to a network. Web-based training is a form of computer-based training and refers to courses that are available on an intranet, extranet or the Internet that are also linked to learning resources outside of the course. Live interaction with other students or instructors is possible. Steed (1999) states that web-based training refers to training or

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instructional materials (including courses, videos, tests and multimedia materials) that are stored at a central location which can then be accessed by anyone connected to the Internet or company intranet, anywhere, at any time. In this paper, e-learning, distance learning, distributed learning and online learning have been used interchangeably. The following are main characteristics of e-learning:

*Distance between learner and instructor.* That is, the learner and instructor are physically separated from one another.

*Independent or group study.* The set-up of the learning environment is such that it allows learners to participate either individually or in groups, or a combination of both.

*Delivery options.* Instructions may be provided in a variety of media from printed materials, audio cassettes, video tape, computer-based training programmes, CD-ROMS, to live satellite audio and video-conferences.

*Learner-focused.* There are now technology that personalizes content and anticipate the learner's future information and learning needs by recognizing patterns in how people learn. It can also match content with each individual's learning style.

*Learning can happen any time and any where.* The learner is not required to participate in a course at a specific time or location. He/She can sit for the training programme in the comfort of his/her home or at another office location, during lunch time or at midnight, whichever suits the learner's mood best.

*Learning can be interactive.* Again technology plays an important role here in allowing the learner to interact with other learners through dedicated chat rooms and discussion forums. Or engage the learner by involving simulations of actual work place situations.

*Learning can be asynchronous or synchronous.* Asynchronous learning means that learning does not occur simultaneously. Some examples of asynchronous e-learning

include taking a self-paced course whereby the learner can stop at any point exchanging email messages with a mentor

*Learning materials are current.* It is relatively easy for the content provider to remotely change and update material online based on new information or new needs of the learner.

The above characteristics of e-learning coupled with its appeal to adult learning pedagogy had made corporate e-learning an attractive option. Several authors and organizations have discussed the importance, characteristics, and implications of e-learning. Notable among them are (Basu, 2001; Beer2000; Driscoll, 1998; Gilroy 2001; Hartley, 2000; Lambe, 2001; Masie Center, 2000 and WR Hambrecht Co., 2000). This paper review s how the e-learning option has been exploited by public sectors organizations in Singapore, in particular by the National Library Board, the national agency responsible for development and management of library services in the country.

## **E-Learning in Singapore**

In Singapore, what is driving e-learning is mainly a concerted push by the government to promote it. A leading example of the government's role in Singapore can be found in the *Infocomm 21 Blueprint* formulated by the Infocomm Development Authority (IDA) of Singapore (released on 4 March 2000). This blueprint contains 3 broad strategies to develop a sufficient pool of high caliber Infocomm manpower and Infocomm-savvy workforce to sustain the growth of the Singapore economy. Strategy 3 was spelt out as "Establish Singapore as the E-Learning Hub for the Region". Thus, the government has articulated and made a conscious effort to promote e-learning together with other Infocomm-related activities. Major e-learning initiatives in the public sector are summarized in the next section.

The IDA has a division called the e-Learning Practice whose role is to "act as catalyst and facilitator to enable Singapore to become the trusted e-Learning hub for the Asia-Pacific Region."



It collaborates with relevant government agencies and industries to implement programmes to create a vibrant e-Learning business environment and to attract and develop world-class e-Learning Service Providers and talents to make Singapore their regional headquarters and home. Its primary focus is to facilitate and promote the development and adoption of e-learning capabilities to corporations and communities in key sectors of the economy.” (www.ida.gov.sg)

The Ministry of Manpower (or MOM) launched the Strategic Manpower Conversion Programme in e-Learning or SMCP (e-Learning) in April 2000. This programme aims to train a pool of skilled manpower to develop e-learning solutions to address the growth of e-learning as an alternative medium for training. It hopes to address the growing manpower and skills demand for e-learning professionals in Singapore. Its first area of focus is e-Learning Instructional Design. Under the SMPC (e-Learning) programme, employers who send their staff for this training can enjoy incentives such as course fee support and training allowance. There are other areas currently under development like the setting up of an E-Learning Charter under the auspices of the Singapore IT Federation and a committee on e-learning standards.

In a survey conducted by the Ministry of Manpower in 1999, about 57% of Singaporeans cited the lack of time as the main constraint to learning. The flexibility that e-learning brings can go a long way to encourage more adult learners to participate actively in lifelong learning. The Ministry therefore sees the development of e-learning as an important tool in facilitating lifelong learning among our workforce (E-Learning 2000 Conference).

E-learning is strategic to Singapore because of the recognition that lifelong learning is important if the economy and people are to keep up with the rapid pace of change. E-Learning is likely to make skills upgrading more practical for adults and economically viable for companies to provide to workers (One

Learning 2001 Asia Conference). IDA in its *Infocomm 21 Blueprint* report defined this sector to include “all organizations that are involved in the distribution and sales, or services and solutions related to the Computing, Telecommunications and Communications, and Online Digital Media Industries”. Moreover, in the same report, it explicitly stated establishing Singapore as the e-learning hub for the region as one of its three-pronged strategy to promote the sector.

All these initiatives have helped create a vibrant e-learning industry in Singapore with many active tie-up’s between private and public sector organizations as well as a few public sector organizations going out on their own.

The Ministry of Defense (MINDEF), one of the first to experiment with computer-based learning introduced a programme called “Spot-On” which stands for “self-paced, on time, on need”. Spot-on has reduced the in-camp training time for the Singapore Armed Forces (SAF) by enabling its national servicemen (NSmen) to e-learn. One such course, developed by the Defense Science and Technology Agency (DASTA) is the Bionix Infantry Fighting Vehicle (IFV) Automotive System Maintenance Course e-learning course. It has reduced the four weeks in-camping training to a just a little over three weeks or a 25% time reduction (DASTA 2001).

The Civil Service College launched Singapore Learning Exchange, a service that allows users to search for a course, sign up, pay for it and even complete it - all from the comfort of their desks. The software will help trainees sort out training needs, find the right courses, apply for them and get approvals from their bosses - all online. It will also help companies and trainers keep track of trainees' records and help with administrative tasks such as billing. For a start, some 120,000 civil servants will be able to tap into the services provided by the Learning Exchange, which combines existing software services run by Accenture and the Government. The Internet-based service was developed by management and technology consultancy Accenture and is the first of its kind in the region (E-Learning in Singapore, 2001).

Schools have been a main focus of e-learning activities in Singapore. The Ministry of Education (MOE) has targeted to have 30% of (school) curriculum time to be IT-based by end 2002 (One Learning 2001 Asia Conference & Exposition). In 1997, the Singapore government injected a big push to e-learning in schools with the announcement of the S\$2 billion Master Plan for IT in Education. Of this S\$600 million per year will be allocated to maintain and replace hardware, software and train teachers between 1997 and 2002 (Computer Times, 18 July 01).

To initiate its staff across all work spectrums to online learning, the MOE has created a Virtual Institute of Training and Learning (VITAL), an e-learning system that supports multimedia learning, synchronous and asynchronous interactivity and track and report progress of individual learners. It has a suite of online courses both asynchronous and synchronous, offers virtual resources with links to books, other e-learning websites, case studies, government white papers, an online evaluation feature and more. Hence starting with the teachers themselves as well as changing the curriculum so that students get exposed to e-learning, e-learning will become entrenched in the Singapore school system. This bodes well for the future of e-learning in Singapore as the next batch of corporate workers will adapt to virtual learning more easily.

### **Library Initiatives**

The National Library Board was established in 1995 with a responsibility to spearhead the library development in the country. Its mission is to expand the learning capacity of the nation to gain competitiveness and to create a gracious society. It has redesigned library services and introduced several innovative services to promote information literacy and a reading culture. NLB made much use of technology to improve overall public and reference library services to its users. Even though it started experimenting with e-learning as early as the beginning of 1998, compared with its fellow public sector organizations, NLB could be said to be a

“newbie” to the e-learning community. It conducted a pilot e-learning programme in end 1999 and from there had started exploring the range of e-learning software available in the market. It has moved cautiously towards the adoption of e-learning although it is recognized by top management that e-learning is appropriate to NLB’s environment.

E-learning is particularly suited to NLB’s needs as its approximately 800-strong staff are scattered in various public, government, special and school libraries all over the island. Online learning was seen as one of the ways to train more NLB staff without having to radically disrupt their work schedule as well as saving on transportation costs and reducing the inconveniences of applying for time-off and getting another colleague to stand in for staff in their absence.

By early 1999, NLB had started studying various online learning management systems and was looking for one that provided seamless integration between the course-teaching part and the course administration part. It was also trying to understand how to prepare its staff to learn online. The i.Learn project thus came at a very opportune time and allowed the organization to use this project to:

- Gauge staff response to e-learning
- Experience and understand the cultural and logistical difficulties of e-learning
- Learn from this pilot and prepare for implementing enterprise-wide e-learning

NLB’s participation in this project lasted about five months from November 1999 to March 2001. This relatively short period was due to the fact that i.Learn was only extended to statutory boards around the last half of 1999. It was initially launched for the staff from the Ministries only.

Once NLB’s top management approval was obtained for NLB to participate in i.Learn, the next step was to work with

NLB's IT and Training departments. The IT Department was charged with linking up with the server at the Institute of Public Administration and Management (IPAM) to access the programmes while the Training Department was responsible for processing the staff training nominations like obtaining the name and identification card numbers as well as getting the staff's Reporting Officer to support the online courses that the staff had signed up for. These staff particulars were submitted to IPAM for it to create identification codes for each staff to log on to the system.

An understanding was reached between the Human Resource Training Department and all managers that staff could take the course during normal working hours. No quota on the number of courses was set but staff was advised to enroll only the number of courses that they think they could complete in a five month period.

With the technological infrastructure and the enrolment workflow in place, a publicity email was sent to all NLB staff to invite them to participate in i.Learn. Over a 3 weeks registration period, a total of 102 enrolments were received. Before and during the registration, three "road shows" were organized by the project team to show the staff how i.Learn looked like and go through the steps of logging on to the system, selecting the courses and working on a course.

A study was carried out by Tan Sock Gnee (2001) to assess the readiness of NLB to embark on e-learning seeking feedback from the participants registered in e-learning courses in the pilot project. Forty-two per cent registrants from a total of 102 responded to the questionnaire seeking feedback about the NLB – e-learning pilot program. Only 19% registrants completed the course indicating 89% drop-out rate. A majority (70%) of the e-learners reported that they had not participated in any online training program before. Most of the participants (58%) said that the screen design was easy to follow and that they understood the various icons used in the e-learning courses. However, 49%

complained about the web page and software download speed. Still an overwhelming number (79%) reported that they did not request for any help from the e-learning administrator. The survey drew a fairly equal number of respondents who indicated their willingness to participate in future online courses, while 50% stated that they would recommend the e-learning courses they took to their colleagues. A few participants expressed preference to access the e-learning programmes from home rather than the workplace. They think they would have more time and would be distracted less to go through the course if they were out of the office.

The study concluded that at the point in time when the pilot project was running e-learning was still a nascent pursuit in NLB. It was recommended that NLB should establish an e-learning strategy providing guidelines on how e-learning should be implemented organization-wide. Such a strategy should provide direction for the organization on what it wants to achieve through e-learning and how it will go about achieving these goals. The study also emphasized that promoting an e-learning culture was important to take maximum advantage out of these efforts. Such a culture will help change the mindsets that e-learning is real learning. It was also suggested that policies and procedures are necessary to guide staff and managers for monitoring the e-learning process. It was suggested that future studies of e-learning in NLB should focus on finding out what types of courses are suitable online delivery and how the returns from investment in e-learning be measured.

## **Conclusion**

In line with the emphasis of Singapore Government in exploiting information technology for national competitiveness, public service institutions were quick to undertake initiatives to promote e-learning among their staff. This is part of the campaign for readiness for e-governance in the country. The Library and Information sector was no exception in this national campaign. National Library Board, which had earlier won awards for use of

technology and introduction of network services, took full advantage of the positive climate and introduced a pilot project for e-learning. Evaluation of the project indicated that steps need to be taken to make e-learning activities more popular and productive. NLB has recently created a subsidiary called *One Learning Place (OLP)* that is focusing on strategies for realizing the full potential of e-learning opportunities.

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## Collection Management Policy (CMP): A Framework to Achieve Library Goals

Kanwal Ameen\*

### Introduction

There exists plenty of literature discussing the rationale, uses and roles of a CMP in a library. Yet, a significant number of libraries in the developed world and a vast majority in Pakistan do not have such a document. It is a seriously neglected area in local librarianship. Both a review of the literature and practice of libraries in the developed world demonstrate that the formulation of CMP has become a need rather than a norm. In light of the literature reviewed, this paper discusses both the status of CMP as framework to achieve library goals and developments in the theory and practice of CMP.

### CMP as Framework

*The American Heritage Dictionary of the English Language* (2000) states policy is “a plan or course of action, as of a government, political party, or business, intended to influence and determine decisions, actions, and other matters”. The same dictionary defines framework as: “i) A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality, ii) A fundamental structure, as for a written work.

These definitions portray the similarities between the purposes of two terms: *policy* and *framework* and justify that a documented policy may work as a framework to materialize the

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philosophy of a library and achieve its goals of managing collections. Evans & Saponaro (2005) also endorse this by stating that, “A policy is a plan....when properly prepared, is in fact the library’s master plan for building and maintaining its collections” (p. 49); [it] provides a framework within which individuals can exercise judgment (p. 52)

The following statement by Clayton and Gorman (2001) too illustrates in a comprehensive manner that it works for “the systematic management of the planning, composition, funding, evaluation and use of library collections over extended periods of time, in order to meet specific institutional objectives” (p. 17). Curley and Broderick (1985) profoundly describe the relationship among philosophy, framework and written policy of developing collection as follows:

The purpose for which libraries exist, the nature of the community and its needs, and the social philosophy, which underlies prevailing principles of selection are interactive elements which contribute to the framework of collection development in any particular library. Whether this framework has taken on the form of a written collection development policy, or not, it exists. To ensure that the balance of elements in the framework reflects and supports the institutions mission is a major reason for codification of collection development policy. (p. 24)

Since 1950 the literature has been mentioning the functions, rationale, and ways in which a policy may help libraries and librarians. Public libraries have a longer tradition of articulating the principles behind their collection development efforts than other types of libraries in USA. They did not only devise library standards but provide models also for other institutions by publishing their policies. For example, Enoch Pratt Free Library (1963), in Baltimore, Maryland, issued its first Books Selection Policy in 1950 which is a good example of the earliest

works done towards this direction. Editors state in the introduction the purpose of writing it as follows:

Much of what it says is and has been for years common place practice in libraries; Perhaps none of it is wholly new, yet the editors have found the attempting to state in precise terms and to carry to logical conclusions these very 'commonplaces' is a process not without value, leading as it often does to new insights into old problems. They hope that others will find in this statement something of the same value, as well as practical guidance in everyday book selection problems...As they are tested in practice, modifications and revisions may well suggest themselves.

Actually, the very definitions of a policy tell about its functions. The literature is full of arguments in favour of a policy. Most of the literature on collection development policy(CDP) and CMP predates electronic era. However, Clayton and Gorman (2001), Friend (2000), Evans (2000); (Evans & Saponaro, 2005), and van, Ziji (1998) writings are creditable to get a view of relatively current situation in the developed world.

Carpenter (1984), Evans (1995, 2000); (Evans & Saponaro 2005); Feng (1979); Friend (2000); Gardner (1981); Gaver (Ed., 1969) Gorman and Howes (1989); Futas (1977, 1995); Magrill and Corbin (1989); Spiller (1991); van Ziji (1998); Ward (1979) and many others repeatedly identify a number of advantages of CDP. For instance, Gardner states that it *forces library staff and governing body to think about library's goal* which is very fundamental for the attainment of library goals [italic added]. The frequently mentioned advantages described by professional experts and academicians are summed up as follows:

- It serves as a planning document
- A means for internal and external communication
- A selection guidance document and keep away personal biases
- Identify strengths and weaknesses of the collections

- Protects against pressures groups
- Decision-making tool for setting the access vs. ownership issues
- Assists in budgetary planning and funds allocations
- Collection evaluation tool
- Keeps consistency over time and regardless of staff turnover
- Deselection and preservation guidance
- Tool for cooperative plans and consortiums.

Above discussion illustrates that a well conceived, planned and precisely written policy should serve as framework to turn the philosophy of a library behind developing and maintaining collections into achievable goals and objectives.

### **Brief Overview of the Evolution of a Written Policy Statement**

The available printed literature on the subject is mostly American and relatively few references from British literature are available. However, policies of different British libraries are available on their websites. There appears use of varying titles to describe this kind of document: from *selection policy* to *acquisition policy* to *collection development or/and collection management policy* (CDP, CMP, CD&MP, and CM&DP). Clayton and Gorman (2001) identify the insufficiency of British literature on CM as a whole. They state that the literature on CMP is even lesser. Books, articles and policies on the web mostly used CDP or both CD&MP or CM&DP; a few used only CMP and treated CDP as part of it. It appears that the literature and libraries by the end of 2010 would prefer to use CMP as a comprehensive term instead of CDP. In this paper the terms selection policy, acquisition policy, CDP and CMP have been used according to their emerged pattern in the literature cited.

The review of available literature identifies not mere benefits but some real problems associated with formulating a

*written* policy also. Experts like Cargill (1984) and Snow (1996) stress that such a work is not worth doing; yet, a majority of libraries in the developed world have now written policies providing practical guidance to all aspects of CM. They contain goals and purposes of collecting, ways of community analysis, selection principles and practices, priorities among subjects and formats, budget, acquisition methods, special collections, cooperation, evaluation, deselection preservation and conservation. The emergence and proliferation of electronic resources has further forced libraries to formulate comprehensive policies to meet the challenges and needs of the present age.

The literature also demonstrates that the writings on selection principles started appearing during the late nineteenth century, but until 1950 the need for a documented selection policy was not felt. Gaver (ed., 1969) compiled a large number of writings on the policy under the title of “Development of Selection Policy” (pp. 146-359). It is a commendable source to see the important literature till late 1960s on all relevant areas. Then, standards for various types of libraries made firm statements about the need for written CDP in North America. It gained importance after the censorship appeared as a serious issue in North America and selection statements started appearing during 1950s and early 1960s.

They reflected the concerns of library professionals on the concept of intellectual freedom, freedom to read and censorship. ALA adopted first *Library Bill of Rights* in 1939 and 1948 which was amended in 1961, 1967 and 1980 to assure the implementation of *The First Amendment* to the United States Constitution that guaranteed all individuals the right to express their ideas without governmental interference, and to read and listen to the ideas of others. However, librarians were really convinced against censorship and kept acting as censors by not purchasing controversial material or keeping it away from general display.

Asheim (1953, 1983) wrote a classical article on “Not Censorship but Selection”. He advised librarians in a subtle

manner how and why librarians should avoid being a censor while identifying the differences between censor and selector. It seems that Asheim's advice did not affect much upon librarians' mindset, as Katz (1980) also endorsed this practice by giving a good account of some classic studies about librarians acting as censors. Curley and Broderick (1985) write, "For all of the nineteenth century and the first third of the twentieth, librarians viewed themselves as moral arbiters for what the public should read. The theme of the 1895 ALA conference was *Improper Books: Methods Employed to Discover and Exclude them*" (p. 144).

Gardner (1981) gives a fine account of the three phases in the evolution of CDP in the following manner:

- In 1950s and early 1960s they were written as a part of *defense against censorship* and in support of intellectual freedom.
- In the late 1960s and early 1970s, the libraries developed policies *for social concerns*: to make sure that library was serving the entire community.
- During the second half of the 1970s rationale shifted again: with the cuts in library grants there rose the need *to show that the funds were being spent wisely*.

The next phases may be described as follows:

- From the 1980s to address the issues aroused with the inception of multimedia databases on CD-ROM in library collections.
- From 1990s to present, to meet the challenges posed by remotely accessible online full-text information sources; for example a big issue of access vs. assets

It is important to mention here that in this writer's opinion, it is not a matter of *shifting* rational behind the policies from 1950s to 1970s, but a phenomenon of *expanding* rational basis for having a policy during all these years, because, all the issues discussed by Gardner as justifications to prepare a written policy are still alive and dated. For example, USA PATRIOT Act, P.L. 107-56 and

Foreign Intelligence Surveillance Act (FISA), 50 U.S.C. 1801-1862. (Library of Congress, CRS, 2003, Feb.), affect the right of privacy of library readers after 11 September 2002. This act allows that FBI (Federal Bureau of Investigation) may check the reading records of any users. ALA is striving hard to protect the Freedom to Read, and to help libraries in handling the issue through proper policy. ALA (2003) Council adopted a number of resolutions regarding this act and maintaining the intellectual freedom of library patrons. The recent reservation by ALA President 'Michael Gorman responds to House passage of PATRIOT Act reauthorization bill' shows the constant disapproval of ALA (2006).

The Library Association (1998) in Britain also issued the Intellectual Freedom and Censorship statement in 1963 and revised it in 1978, 1989 and 1997. Curley and Broderick (1985) rightly mentioned that "Basically, the issues involved in censorship cases do not change. All that changes is what society considers acceptable and unacceptable. (p. 147).

In the middle of 1970s articles about the value of documented policy as a management tool began to appear. Preliminary edition of ALA guidelines for the formulation of the policy appeared in 1976. The Standards for University Libraries prepared by Joint Committee of the ARL & ACRL (1979) stated, "A university library's collection shall be developed systematically and consistently within the terms of explicit and detailed policies" (p. 103). According to Magrill and Corbin (1989):

University librarians were slower to accept written collection development policies as an appropriate tool for planning, but yet they made great progress over the past decade in producing such documents.... by the early 1970s, more evidence of interest in policy statements began to appear.... A collection development survey, conducted in 1974 by ARL, found that 65 percent of the large university libraries responding had a formal, written collection development policy. (pp. 30-31)



Elizabeth Futas (1977) produced a different kind of work on the subject. The first edition of *Library Acquisition Policies and Procedures* demonstrates the scenario regarding CDP in libraries around 1970s. The author wrote a letter, in 1976, concerning the status of the policy to 3600 academic and public libraries in USA and Canada and received over 500 replies and 300 selection policy statements. Majority of the responding libraries had no formal written selection policy. Futas concluded after reviewing the received policies that:

There is no one definition of selection or one type of selection policy which is appropriate for all types of libraries. In some libraries it is a theoretical document which stresses the intellectual reasoning used to select material for inclusion in the collection. For others it is a practical explanation of fiscal, community and space limitations which controls the purchasing of items. Most of the 300 policies received fall somewhere in between. (p. ix)

For the third edition, Futas (1995) sent 5000 letters to academic and public libraries in USA and Canada in 1992 asking the recipients to fill out a survey questionnaire and to share with the author a copy of their latest collection policy statement. The return rate was only 7% with 357 responses. According to the author the survey was not scientific, however, it represented the trends regarding collection development policies in different types and sizes of libraries He pointed out:

An examination of these documents reveals that many policies were copied from existing collections of policies and published policy documents...the idea of developing policy is to start a process of self discovery and self awareness and not to copy words that seem appropriate from some one else's policy...the process of developing these policies is at least as important as the policies we develop. (p. 4-5)

Batt (1984) too pointed out that detailed policies of various libraries, some extending to hundreds of pages were very similar and librarians could save hours of unnecessary work simply by filling up the information about their local collections and procedures. Though, these observations about were valid, yet, more and more librarians took initiative to *have* a CDP in a better form. The improvements were made gradually with experience, help of different expert and guidelines published by ALA.

### **Importance of CM Policy is Enhanced in Electronic Environment**

Search of literature as well as libraries' websites reveal that electronic environment has forced the libraries and librarians to have, "longer, more explicit, less general, more procedural and better written policies" (Futas, p. 8). According to Evans (2000), "One of the factors leading to increased emphasis on collection policies is the complexity arising from electronic resources" (p. 69). Therefore, the number of libraries having written policies is rising in the developed countries and they are serving as framework and not mere fine pieces of theoretical writings.

Zijl (1998) discussed extensively various related aspects and despite mentioning various doubts about the worth of a CDP the author defended its need in a hybrid library. He cited a survey conducted by Casserly and Hegg in 1993 which reported that 71.6% of the respondents from academic libraries in the United States had written CDPs.

The review of the website *Electronic Collections Development*, authored by Okerson [n.d.] also testified the need for a written policy in the new century. The site collects links to a number of policy documents from big research libraries regarding the development of collections in an environment increasingly marked by the challenge of electronic resources. It is helpful for collection managers interested in learning the ins and outs of the matter. The world's largest Social Sciences Library of London School of Economics (2005), founded in 1896, has a detailed

thorough web-based CDP created in 1998 and lately revised in 07/05. The reasons to have a CDP or CMP and the aim of publishing it on the web are stated in *The General Policy Statement* as follows:

The policy, strategy, and criteria for acquiring items for the Library are described here. The aim is to provide information for use within the Library so that consistency and continuity are achieved in the management of the collections; and also publicity for the users of the Library so that the strengths and weaknesses of the collections are known and users know how to influence future collecting developments. The document builds upon and expands the Library's Acquisitions Policy of 1990.

The advanced search at [www.google.com](http://www.google.com) retrieved 15700 hits with the phrase "collection development policy" on February 1, 2003 and 107,000,000 entries on October 30, 2005. It shows that the practice of formulating CMP has been flourished in the electronic environment and libraries have been using ICT to make their policy a public and communication document in the real sense. American Library Association, Government Documents Round Table Education Committee (GODORT) provides URLs to collection development policies of hundreds of libraries of various types (<http://sunsite.berkeley.edu/GODORT/>)

Collection Development Policies Committee, formulated by ALA, Reference and Adult Services Division, Collection Development and Evaluation Section (CODES) has solicited from interested donors those sample CDP statements for information in electronic format. Based on these policies, the core elements were derived. A draft *Core Elements of Electronic Collection Policy Statements* has also been made available online at their website (ALA. CODES, 1994). The homepage of CODES is a valuable source which "addresses the collection development interests of reference and user services librarians in libraries of all types. Issues of collection development, evaluation, and readers' advisory

are more complex and exciting than ever as Web and print publishers offer more resources and as new modes for serving our users become available” (ALA. CODES, 2002). Also, IFLA, Section on Acquisition and Collection Development (2001) provides Guidelines for a Collection Development Policy Using the Conspectus Model. Separate guidelines to deal with electronic resources are also available on its website.

### **Obstacles and Problems of Formulating a CMP**

Literature revealed that despite very strong voices in favor of CMP it has been considered by librarians as a time taking and lengthy *process* to accomplish. Moreover, a CMP has been criticized for being an inflexible and theoretical document to put in a drawer and not to use for. Moreover, afterward it needs to be revised periodically. Such questions have been raised: Is the time, effort and money worth spending on that? And, why can not library build collection, and manage it without one? After all, the great libraries of the world were built without a policy; and still in America, hundreds of libraries and information centers have no written policy and yet have sound collections (Evans, 2000, p. 70).

The obstacles or problems in this regard can be classified broadly in two ways: (a) The process of formulation, and (b) The utility of the policy.

#### ***The process of formulation***

The difficulties begin with the first stage of the process of policy formulation. As cited above, in USA most policies were copied from existing policies. One might think that the similar kind of the libraries would have encouraged the copying. But this should not be the case.

The process of formulation demands staff to think about ‘*its own*’ library; rediscover in precise manner its goals, mission and community. Evans (1985) stated that the creation of the document requires two kinds of commitment: the commitment to

intellectual effort towards a certain end, and the commitment of the library's most valuable resource, the time of its staff, to that same end. According to Futas (1995) this process is as important as the policy itself. He gives a fine description of how a document will turn into a real policy and stresses that the document must be prepared effectively for its end use (p. 13). He gives a worth reading list of actions under the four stages of the development process as follows:

- (i) Setting down exactly what is to be accomplished in a "planning to plan group".
  - (ii) Collecting the type and amount of information to make correct decisions.
  - (iii) Formulating and writing the final document.
  - (iv) Determine what use to be made of the final product.
- (p. 5)

Consequently, the process appears extensive and prolonged which requires sound staff commitment for accomplishment. Gorman and Howes (1989) wrote that "more than most types of applied research, CDP formulation involves so many variables and incorporates so many possible ramifications that a detailed map is necessary to keep the policy staff from wandering down interesting byways or simply becoming lost" (p. 85). They give six stages of the procedure of policy formulation starting from 'policy committee staffing' and ending at 'ongoing evaluation process'.

Evans (2005) specified some fundamental reasons for the failure to formulate or revise a policy. One of them is that a good policy requires large quantities of data regarding the strength and weakness of a collection, the community, and other resources available to patrons. Furthermore, staff requires a great deal of thought to cope with the changing needs of the community, they never finishes collecting data and thinking about the change. Snow (1996) also confirmed "one difficulty is that writing the policy involves one of the librarian's most challenging and confusing tasks: collection evaluation" (p. 3). Many writers are of the opinion that evaluation is essential foundation for writing a policy, because

it is essential to have the awareness of where the library is, not simply where it wants to go.

In light of the above mentioned references from the developed library world, one can easily assume the additional apprehensions prevailed in the developing countries like Pakistan regarding the formulation and construction of such a document.

### ***The utility of the policy***

Katz while mentioning the problems related to the formulation of a policy wrote, "Nevertheless, the biggest single problem is that many librarians can't see any reason for a policy" (1980, p. 23). Jannifer Cargill raised a significant voice in 1984 questioning the utility or need of such a document in academic libraries. According to Cargill it is very difficult to develop a document that can be applied to the selection process, and if libraries can work---and majority of them are working without it---then why should time be spent on formulating mere an ideal document. Moreover, a policy leads to inflexibility where as libraries need to respond to changes instantly, "...in the final analysis are they worth all the time, effort and politics that go into their creation? I think not." (p. 25).

It appears that Cargill was not the only one with such doubts. He only gave voice to a large number of librarians who were of the same opinion, and thus not formulating CDPs in their libraries. Snow (1996) also demonstrated same concerns regarding a written policy in academic libraries and called it a "library orthodoxy" that goes unchallenged. Besides agreeing with the above mentioned objections by Cargill, he added that where selection is done by experienced selectors or by professors or libraries have approval plans, the policy is not needed. Snow concluded that to turn a policy into practical document, continuous updating is needed. Otherwise it is only an archival document to be kept in the "last folder in the bottom drawer of a filing cabinet". Thus, it is better to use selectors' time on the evaluation of how

and why material is used than formulating a document that carries a little value in practice.

These are a few comments that depict the problems in formulating and using a CMP. The tiresome nature of the activity, lack of time and doubts about its usefulness discourage librarians to take initiative towards this direction. It becomes clear that the formulation of a written CMP is easier said than done.

However, as already discussed, the electronic era has given a new impetus to its importance in all kinds of libraries. Instead of the debating on have it or not, the debate is on should a library have one integrated policy for all kinds of format or have separate policies for conventional and electronic resources. Evans (2000) is in the favor of separate policy for electronic resources in large libraries for convenience whereas Clayton and Gorman (2001) are in the favor of integrated one policy for all kind of materials.

## **Conclusion**

CMP is not a miraculous document that carries solutions to all kinds of collection related problems. But, it is far better to have one than not to have. It makes a complex and subjective process of CM less problematic by devising and documenting the philosophy behind a library's collecting practice. It may serve as a detailed framework to execute *the* philosophy of a library. Thus, a written CMP has much more to offer to libraries in the digital and hybrid age-- an age which has mesmerized users with explicit and implicit perceptions regarding electronic resources.

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## Impact of Digital Technology on Library Resource Sharing: Revisiting LABELNET in the Digital Age

Bushra Almas Jaswal\*

### Introduction

Resource-sharing whether formal or informal, is a common practice in libraries across the globe. The concept vaguely started in late 18<sup>th</sup> century with the founding of American Library Association (1876) and slowly gained momentum in the coming decades. It started from shared cataloging, resulting into OCLC (1967). Then in mid 70's, the exponential growth in number of publications and the shrinking library budgets due to financial crisis, gave way to the concept of Cooperative Collection Development and initiatives like Research Libraries Group (RLG) appeared. This led to formation of Library Networks, Forums and consortia at all levels and helped development of the infrastructure for resource-sharing by introducing the development of Union catalogs, union lists of serials and refining and formalizing the Inter-library Loan Systems (ILLs) widening them to state-wide and International levels and introduced concepts like shared access to library members.

Although some discussions in the Library Science literature, also include sharing of human and computer resources, but mainly definition of resource-sharing typically involves sharing of the information resources collected by libraries and conditionally made available to users not a part of the owning library's clientele. Traditionally, the activity was based on the following three functions (Shreeves, 1997):

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1. Bibliographic Access --- that is knowledge of what is available for sharing from other libraries through such means as union catalogs, etc.
2. System for making requests and providing document delivery of information, such as Inter-Library Loans- ILL , through mutually agreed terms of cooperation
3. Cooperative collection development to ensure that the libraries develop complementary collection of resources.

Reasons for resource-sharing are as many and as diverse as the articles published on the topic in the literature of Librarianship. But all of them boil down to just three objectives:

1. To avoid duplication of effort involved in the time consuming and laborious jobs of original cataloging and indexing.
2. To solve the financial problems due to continued rise in the prices of information resources.
3. To provide library users, a wider access to information, beyond the limits and limitations of one library.

And till date, one or more of these three objectives underlay all resource-sharing efforts and initiatives.

### **Components of a Resource-Sharing Network**

The infrastructure of a resource-sharing network normally involves establishment of the following components:

#### ***A Consortium, Forum or a Cooperative Group of Libraries***

Libraries all over the world exist as organizations within other organizations. Whereas the libraries share the professional problems and have similar management and technical systems to run their operations, they are all working under different parent organizations with heterogeneous objectives and contrasting governing systems.

In Pakistan, the condition of governance in general and the situation of bureaucracy in common are a bit too grave. So libraries working in various management systems find it hard to operate in cooperative systems due to the clash of systems.

The willingness and commitment at the institution level, to cooperate with other institutions in library collection development, management, cataloging and in the delivery of services is the first thing in creating any resource-sharing project. This requires formal marketing efforts to create awareness about the virtues of resource-sharing at the higher management level.

Librarians have shared resources for many decades through both formal and informal agreements. Even in Pakistan, each of us librarians has his or her own limited and informal network to borrow books from each other's libraries through personal links. The concept of resource-sharing is not missing among libraries in Pakistan. There exists an un-written code of conduct among librarians of Pakistan, to informally borrow and lend materials to each other in case of urgent needs, which is keeping the resource sharing tradition alive though at a limited level.

So, creating awareness among librarians for realization of need for resource sharing is just an effort to teach the birds how to fly. Awareness is required at the government and institutional higher management level. Library networks require policy support from their institutions in order to operate freely in a Networked environment.

This component requires:

1. *Policy Framework* at the institutional level and commitment of the Institution for supporting their library to enter into cooperation and allowing the librarian to make decisions for cooperative activities including budgetary support.
2. *Formal legal agreements or MoUs* signed by heads of institutions as well as the librarians as a legal undertaking

to keep the policies persistent and keep the management support ongoing and un-interrupted.

3. *The Consortium Administration Committee* This is the main governing body of the consortium comprising of the librarians which is responsible for making technical policies, decides terms of cooperation, creates operational framework of activities makes technical decisions on use of indexing language, bibliographic processing standards, software, database format standards, etc. and makes network management decisions.

### ***System for Cooperative Collection Development***

This component basically addresses need to fill the information gaps in the library collections, developed due to financial or other reasons. The various forms of cooperative collection development are;

1. *Subject specialization* where each library in a network undertakes to build a comprehensive and complete collection in one subject area;
2. *Shared purchases* of highly expensive reference or electronic resources and
3. *Journals Titles allotment*

This component has taken a boost due to emergence of current Information Technologies. Internet combined with an increased availability of Online Resources has given rise to a multitude of consortial arrangements. “But the goals of these consortia are forcibly quite different in nature from those that guided cooperative arrangements in the print world” (Pissani, 2002). The print materials in the initial cooperative collection development networks, was purchased and owned by the relevant libraries, which could easily inter-lend within and even out of the Consortium through the traditional ILL Systems. While the electronically produced information, in an electronically connected environment, can be easily “shared” with other institutions, if only

publishers will allow it. “But fear of economic survival has induced publishers to impose restrictions on sharing that have practically eliminated the *fair use* doctrine by which libraries had operated with print publications.”

Today, each library in the consortium pays for access but still none becomes owner of the content. The resource sharing consortia are now just acting as buying clubs just to negotiate better terms and to reduce the cost of access.

### ***System for Shared bibliographic Processing***

This involves:

1. *Shared cataloging* when all libraries develop a common catalog database which is updated by the first library receiving a new publication. Subsequently other libraries use the same data record.
2. *Cooperative indexing* when multiple libraries of the network receive the same journals and divide the journal titles for indexing and develop a cooperative index for use by all.

This component addresses the time and labor saving needs of the networked libraries. This is the first form of resource-sharing among the library networks. The emergence of commercial indexing firms like UMI and initiatives like OCLC have almost diminished this function from the library networks. But in the countries like Pakistan, where purchase of such facilities for a library is still an un-affordable a luxury and there is no such facility available for indigenously published materials, *shared cataloging* and *cooperative indexing* are still serious options for networked libraries forums.

### ***Systems for Shared Use of Information Resources***

Common forms of shared use are:



1. *Inter-Library Loan System* A mutually agreed system of publications loans by the libraries from other libraries for their users.
2. *Shared Memberships* when the users of one library can use their membership card for borrowing materials from any library within the Network.

Both these forms of shared use worked ideally with print materials. Advent of photocopiers, fax machines, scanners and e-mail facilities have added some value and speed to delivery of journals articles over distance. But in the electronic information environment, issues like copyright, ownership versus access, terms and conditions of the license agreements, online access rights control, have rendered these otherwise simple form of resource-sharing, practically too limited to be effectively useful.

### ***Development System for Information-Sharing Tools***

First thing for sharing of information is to know what information is available in other libraries. Libraries develop the following tools:

1. *Union Catalogue of publications* is a single centralized database of holdings of multiple libraries, giving the names of libraries where a certain book in the catalog is available along with the spine label information.
2. *Union List of Serial* is a list of journals titles with complete holding information and the names of libraries where the titles / volumes are available.

Union catalogs used to be a single centralized database. But now it may be a distributed database, which is centrally administered and consolidated, or multiple stand-alone databases administered through a user interface to a distributed search system. In any case, it provides users with the ability to perform consistent searching of records from multiple institutions. For this purpose, however, the records must be indexed consistently, there is uniformity in the choice of fields to construct various indexes,

and strict standards of standardization and quality control must be followed during data entry and subject analysis (Kohl, 1997).

Currently, use of computers in library management has increased and creation of computerized catalogue databases is becoming a common practice all over the world. Simple and easy web-publishing tools for creating web-based catalogs are also freely available. The newer software is coming with online web-based update facility. Given some technological considerations like Z39.50 compatibility and other inter-operability issues, creation of Union Catalogs and union lists of serials is now much simpler as compared to the initial efforts.

### **Library Resource-Sharing Initiatives in Pakistan**

As I have mentioned earlier, resource-sharing in a limited and informal way, has always been there in Pakistan. But we are not altogether deprived. Conscious efforts of sharing resources have been done off and on in this area. Following is a detail of some initiatives:

#### ***LABELNET (1990 – 1996)***

The Lahore Business and Economic Libraries Network, LABELNET established in January 1990, is the first and only example of a formal library resource-sharing network (Bushra, 1990). LABELNET is a sectoral network. It is a consortium of 9 libraries located in Lahore area, specializing in the areas of public and business administration, economics and allied disciplines.

LABELNET has all the components of a formal resource-sharing network. In a bottom-up style, it was initiated by librarians who first decided to collaborate and then reached up to their higher management for support of the initiative. The network is cooperatively administered and governed by a forum named The Lahore Librarians Cooperative Group (LLCG). With a sizable funding from IDRC, Canada, the Network developed:

1. A computerized union catalog database of references to books, reports, government documents, theses, etc. on Pakistan's business and economy, held by the network libraries. Till date this is the most comprehensive bibliography of Pakistani books printed on the subject.
2. A computerized union list of serials giving holdings information on Journal titles subscribed by network libraries.
3. A cooperative Index of Pakistani Periodicals subscribed by the Network libraries.
4. A formal system of Inter-Library Loans to share information resources

### ***DEVINSA (1985 – 1999)***

This regional network project was established to strengthen national and regional information systems in Asia by developing a regional network for socioeconomic information for South Asia (DEVINSA) encompassing Sri Lanka, Pakistan, India, Nepal and Bangladesh.

The project created a computerized bibliographic data base of selected published and unpublished socioeconomic literature on South Asia produced within and outside the region. Supported by IDRC, Canada, DEVINSA adopted DEVSIS-related standards and tools, adapted them as necessary to suit local requirements and trained DEVINSA personnel in their use; and provide a range of output products and services to planners, administrators, researchers, etc.

The Development Information Network for South Asia – DEVINSA was an international network for sharing development information among the seven SAARC countries. The Network was based in Colombo, Sri Lanka and was centrally managed by Marga Institute of Development Studies. In Pakistan, libraries of Pakistan Institute of Development Economics - PIDE and the Lahore University of Management Science – LUMS, were the focal points

to collect and process the development related information from Pakistan and send the bibliographic records to the Head quarter at Marga. In return database updates were sent to all member libraries to add to their local databases. Photocopies of the required publications could be requested directly from the library holding that item, for delivery by mail.

### ***NADLIN (1986 – 1993)***

The National Documentation Centre Library and Information Network – NADLIN is a project of Pakistan Council of Research in Water Resources (PCRWR), Ministry of Science and Technology, Pakistan. In a top-down style, the network has been established by PCRWR, an autonomous government body basically to address its own research information needs. NADLIN has its own library system and special staff. Other relevant libraries were selected to collaborate and participate in the project. Objectives of the project aspired to build nationwide collection, collation and dissemination of national materials on water resources, establishing a nationwide ILL and to network libraries specializing in water resources in Pakistan.

However, practically the initiative remained limited to development of a centralized bibliographic reference database which could have served as a strong base for developing a resource-sharing network. But the other activities remained almost under-developed and NADLIN remained geared and its services focused towards the needs of its own parent organization. Despite the potential, NADLIN could not expand itself as a full-fledged resource-sharing Network. NADLIN was a focal point for the Environmental Sanitation Information Centre - ENSICNET an international information-sharing network based in AIT, Bangkok

### **Problems of Offline Networks**

All of the above examples are semi-automated offline Networks. All three used computers to develop the tools like union catalogues or the information sharing databases, but the actual

information was on paper and sharing was done through paper-dependent activities of ILL and Document delivery. Distance played a vital role in the success or failure of these initiatives. Despite being very well planned, enthusiastic and sincere, these ambitious initiatives are now either dead or diminished.

Being the planner and project leader of the first, active participant at planning level of the second and a close observer of the third, I can find the following reasons for this phenomenon:

LABETNET being a local city-based network, was more closely knit in terms of communication. The steering committee (LLCG) could meet frequently to make or change decision. Technical issues and administrative problems could be discussed over the telephone. ILL requests could be sent and ILL items could be picked up and dropped back by hand through official messengers, couriers or drivers. In urgent cases, the user was directed to make a trip to the relevant library to consult the information items. Similarly, the union catalog and other databases were up-dated through exchange of data on the diskettes.

But the functional problems were still many and surfaced quite soon. First thing was non-availability of computers in some libraries of the network and so, the level of computer literacy varied among library staff. This was covered through computer donations and training workshops. But soon it was observed that long spells of electricity shut-down was a routine in Lahore during WAPDA load-shedding programs and even the most efficient network could not be run if the computers are off for long hours. So, it was decided that the computer database should be supplemented with a printed catalog which could be consulted during power failure phases. So, the whole database was printed into a 5 volume (6 part) publication entitled "A Union Catalogue of publications on Pakistan's Business and Economy in LABELNET Libraries", and copies were made available to all libraries. A copy of this catalogue is still available in the Library of Congress collection in the form of microfiche.

Despite all efforts, delays and losses in delivery of data and documents could not be helped and caused a lot of frustrations among the librarians as well as the users.

NADLIN was state-wide network and DEVINSA was international. Distance and time became more difficult to manage in their case and yet another crucial factor of “Cost” was added to already challenging situation of data exchange, document delivery and network management operations. Limited number of photocopied pages sent through regular snail-mail was the only possible form of resource sharing which was too limited and ineffective as compared to the costs involved in managing and sustaining of the Networks.

### **Library Resource-Sharing in the Online Digital Information Environment**

The time of traditional library resource sharing networks is now over. Now in the current age surrounded by the new developments of information technology; the Internet, e-mail, high-speed data networks, web catalogs, Blogs and digital libraries thriving even in Pakistan, when I look back on LABELNET and DIEVINSA, it seems to me like a big white elephant. And I painfully recall how much hardwork it involved to obtain a copy of a 10-page document from another library for a user. It was harder if the request was urgent or the holding library was in another city or in another country. The political situation between India and Pakistan did not allow mail delivery across the borders, so we librarians were exchanging urgently required materials through friends in Nepal and Bhutan or Sri Lanka, patiently facing the arrogant user during months of wait in document delivery by mail. Now this is just a 10 minutes activity as I throw the document on my scanner's ADF, attach the output file with an e-mail message and click the SEND button to deliver it to anywhere in the world.

The technological developments within the past two decades have revolutionized the libraries' abilities to provide bibliographic access. Even if these developments did not arise to

serve the needs of resource sharing they have significantly increased the possibilities for resource sharing and changed the shape of resource sharing activities, introducing new challenges for the librarians.

The following issues, technologies and concepts have particularly emerged due to the impact of the resource sharing efforts in the digital information age:

### ***Changed Role of Digital Collection Development Consortia***

The fact that more and more information is now available in the digital form, which is accessible online in extensive amount, easily retrievable through powerful online search engines and shared with users located over long distances through high speed networks in virtually real time has introduced new forms of resource sharing among the libraries.

Information produced or acquired in the digital format by one institution, in an electronically connected environment, can be easily shared with other institutions. This fact has created a fear for economic survival among the publishers and producers of digital resources. So, the digital information resources are not only very expensive but the publishers impose a number of restrictions on “sharing” of their information. In certain cases the libraries only buy access to the resources but not the ownership.

This has given way to special form of Library Consortia where libraries get together to negotiate better terms from the publishers at a lower (shared) cost to each sharing institution.

The recent initiative of Higher Education Commission (HEC) in Pakistan is the example of a collective purchase of subscription license of scientific journal resources with access rights for the academic and research institutions all over the country.

The Higher Education Commission has secured inclusion in the *Programme for Enhancement of Research Information (PERI)* of the *International Network for the Availability of*

*Scientific Publications (INASP)*. This programme aims to support capacity building in the research sector in developing and transitional countries by strengthening the production, access and dissemination of information and knowledge.

Through the inclusion of Pakistan in this programme, universities, colleges, not-for-profit research institutes and organizations will gain access to over 12,500 full-text online international academic journals from some of the world's top publishing houses. In addition, users in Pakistan will have access to many of the world's leading bibliographic and reference databases.

As of August 1st 2004, 86 public and private sector universities, 8 affiliated institutions, and 32 non-profit R&D institutions and teaching hospitals are participating in the PERI programme in Pakistan.

### ***Interoperability of Digital Resources***

As previously discussed, the base of every resource sharing effort is access to information. Information, now, is not stored on paper and contained in extensive library collection. In a digital environment, information is produced on computers, stored on computers and accessed across the Internet through the World Wide Web. Much of this information is on the "hidden web" which is controlled or restricted access commercial databases. But, locating and retrieving information from the available and accessible resources is not easily possible.

Standard web browsers are not enough to find the required information. Because the various online resources may have specialized protocols, the format standards of different databases may differ from each other and may not be user friendly, the search engines used by various resources may not be equally efficient. So, interoperability of the information resources is a major issue while considering the digital information sharing.



In case of the union catalog, for example, while the web-publishing and web-based updating has broken the barrier of time and cut down the database consolidation work. Moreover, Union catalog now is not necessarily one centralized catalogue, but a set of separately developed online catalogs may be made interoperable using the distributed search interface.

The distributed search of multiple, separately developed and managed information resources is enabled by standards such as Z39.50. The distributed search interface translate a user's query into an appropriate query for its constituent databases, submits it via Z39.50 to each of the remote systems of the interface, and retrieves and consolidates the results, which are presented to user's display. The performance of such systems however depends on the performance of the network links between client and the participating servers.

### ***The Digital Libraries***

The faculty, students and researchers in the academic and research institutions are the main producers of primary research. Publishing the result of their research and sharing it with the peers is the most challenging issue for most of the researchers.

Traditionally, the scholarly publishers and academic libraries have been playing complementary roles to facilitate the scholarly communication cycle; from publishing and distribution (by publisher) to management and archival preservation (by institutional libraries). Due to several factors, the publisher-library market relationships have begun to shift to the institutional digital libraries.

The digital library technology can compliment to the existing scholarly publishing model with an innovative publishing structure with faster online distribution facility as well as the systematic documents management and long-term preservation.

The digital collections which capture and preserve the intellectual output of a single or multiple institution or

organization, are called online Institutional Repositories or digital libraries.

Digital libraries are rapidly emerging as an essential component of the scholarly communication and information sharing systems for distribution and sharing of information resources of the institutions and organizations.

In Pakistan, the United Nations Digital Library is the first example of an institutional repository. This is an online searchable repository of full-text documents, reports, publications, press releases and other public information items produced by the country offices of United Nations Agencies in Pakistan. Access is free and open to all. The main purpose of this initiative is to share the information produced by the United Nations offices in Pakistan, to a wider range of audience beyond the barriers of time and space.

### ***The Semantics, Ontologies and Taxonomies of Thesauri***

For any resource sharing activity to take place, it is imperative to first organize the knowledge in a way so it can be shared. Knowledge organization is not new to librarians. But in the digital environment, the powerful search engines have brought in some new troubles to address. The lack of standardized access and interchange formats for the digital knowledge organization systems, may those be the commercial resources, the online catalogs, the digital libraries or just the Internet, are a barrier to their interoperability and wider use in automated Web and retrieval applications.

Empowering end users in searching collections of ever increasing magnitudes with performance far exceeding plain free-text searching (as used in many Web search engines), and developing systems that not only find but also process information for action, require considerably more powerful - and complex - knowledge organization systems (KOS) than the classification schemes and thesauri that previously existed (Soergel, et al., 2004). Such systems must serve the following functions, among others:

Improved user interaction with the KOS on both the conceptual and the term level for improved query formulation and subject browsing, and for more user learning about the domain.

Intelligent behind-the-scenes support for query expansion, both concept expansion and synonym expansion, within one language and across languages.

Intelligent support for human indexers and automated indexing/categorization systems.

Support for artificial intelligence and semantic Web applications.

### ***Metadata Initiatives***

The 1990s has been seen as a decade of particular excitement, creativity and change for the libraries. It is known for the rise of the World Wide Web, and as the decade that the Digital Library was invented. It may also be known for an almost explosive proliferation of metadata schemes.

Metadata is the standard used for the definition of digital resources for recognition and retrieval of the content through the Internet Search Engines.

Weibel and Koch (2000) define Metadata as a keystone component for a broad spectrum of applications that are emerging on the Web to help stitch together content and services and make them more visible to users.

A number of metadata initiatives like, MARC, Dublin Core Metadata Initiative (DCMI), GILS, URC, etc. have led the development of structured metadata to support resource discovery.

This has been a mixed blessing for libraries, presenting both opportunities and challenges. On the positive side, it has given us new options for describing materials that are poorly served by the AACR2/MARC suite of standards, and it has created a renewed sense of intellectual excitement in resource description. At the same time, these new formats have placed new burdens on

the library profession. As Caplan (2002) puts it, “Suddenly we are charged with supporting any number of schemes, not to mention maintaining registries of them and crosswalks between them. Suddenly there is an expectation we can control and give access to metadata created by organizations outside of our own library community.”

### ***The Digital Divide***

The term digital divide or lack of access to ICT for certain segments of population, stands for the different degrees of access to information technology rather than a simple division between information “haves and have-nots”. Almost everywhere in the world, Internet users are likely to be the young, urban, male and relatively well-educated and wealthy persons. Diffusion of technology among world population is extremely uneven. Unless this issue exists, despite the speed and efficiency, resource sharing in a digital environment will remain limited and ineffective.

### **Conclusion**

The digital environment has facilitated resource sharing by breaking the time and distance barriers to efficient document delivery. However, for the librarians, this phenomenon has brought more challenging technical and technological issues demanding addition of more knowledge and skills to learn and new standards to develop. The overwhelming speed and growing volume of digital information is now becoming unable to acquire and manage by single libraries. Resource sharing, which used to be a side business in the librarianship trade, is now becoming the flagship operation in the library projects.

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## Library Co-operation Through Resource Sharing (RS): Models for Lahore Libraries

Muhammad Ashraf Sharif\*

### Introduction

The spread of knowledge sources available in various formats and financial constraints has made it difficult for libraries to satisfy their users' needs. However, the problems of information explosion, ever changing users' needs, shrinking library budgets and currency devaluations can be overcome, to some extent, through resource sharing. Library professionals need to explore options to extend users' access to information sources by forming partnerships with other local libraries having similar collections. These collaborative arrangements enable patrons to access resources otherwise out of their reach. This requires each participating institution to contribute in the network of their extended libraries' family and do not operate in isolation. It is widely acknowledged that no library, no matter how large and well-funded it is, can be self-sufficient in meeting its users' demands. Hence, libraries in Pakistan need to develop cooperative plans to meet the challenges posed by rapid growth and diversity of knowledge sources, increased users' demands and expectations, decreased budgets, hiking prices of books, journals and databases are the major reasons for cooperation amongst libraries. This paper intends to suggest some possible ways for libraries in Lahore to get the benefits of RS.

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## **Methods of RS in Pakistan**

Two major methods of RS are generally being practiced internationally: (a) Conventional, and (b) Advanced.

### ***Conventional Method of RS***

In this method, RS of traditional printed materials is practiced. Two or more participating libraries issue their catalogues and union lists of periodicals with archival holdings. The participating libraries also publish union lists. On the basis of these lists of holdings, they share their resources through interlibrary loan (ILL) arrangements.

### ***Advanced (Automated) Method of RS***

Libraries are making use of information and communication technology (ICT) to further enhance RS initiatives. The advent of electronic formats has increased both the ease and efficiency of finding and producing virtual scholarly documents. This equips libraries to share their information sources to greater extent. The following are some examples of use of ICT tools to facilitate RS.

**WWW:** A global network of Internet servers providing access to documents written in a script called Hypertext Markup Language (HTML) that allows content to be interlinked, locally and remotely. The libraries are widely using this to share their resources to each other.

**Web OPACs:** Online public access catalogues accessible via the World Wide Web. OPAC has replaced printed catalogues and periodical lists. Web OPACs facilitate identification and the availability of materials of other libraries. This provides the quickest answer to “Which library has what?”

**Electronic Formats:** Hypertext Markup Language (HTML), Portable Document Format (PDF), Joint Photographic Experts Group (JPEG), etc. These formats are used to convert data (text, image) into electronic formats which are easily transferable

through the internet. This is helpful for libraries to share their documents in this digital age.

**Email (Electronic mail):** An Internet protocol that allows computer users to exchange messages and data files in real time with other users, locally and across networks. If the web OPAC of a library is not available, the availability of needed document can be checked by this service.

**MARC:** An international standard digital format for the description of bibliographic items. It facilitates the creation and dissemination of computerized cataloging from library to library within the same country and between countries. Widespread use of the MARC standard has helped libraries acquire predictable and reliable cataloging data, make use of commercially available library automation systems, share bibliographic resources, avoid duplication of effort, and ensure that bibliographic data will be compatible when one automation system is replaced by another.

**Z39.50:** A client-server protocol that allows the computer user to query a remote information retrieval system using the software of the local system and to receive results in the format of the local system, often used in portal and gateway products to search several sources simultaneously and integrate the results. This protocol definitely saves time and effort of technical staff of any library. It should be a part and parcel of a standard RS programme.

**Digital Libraries:** A library in which a significant proportion of the resources are available in machine-readable format (as opposed to print or microform), accessible by means of computers. DLs are very important in RS initiatives, easier to send and easier to receive the electronic documents, whether in text, HTML, PDF, or any other readable format, to participating libraries [13].

By using these ICT tools, libraries are helping each other at local, national, and international level.



## **Local Scenario**

Mostly informal RS is being practiced among local libraries in the absence of any formal arrangements. This is a sign of the awareness of the need for RS among librarians. However, there have been a few noteworthy examples of formal RS projects in the country i.e., Lahore Business and Economics Libraries Network (LABELNET), Pakistan Parliamentary Libraries Development Project (PPLDP), Management of Agriculture Research and Technology (MART). Among all of these efforts, LABELNET was the only project developed in the provincial metropolis. This project was jointly sponsored by the International Development Research Centre (IDRC), Canada and the Lahore University of Management Science (LUMS). The specific objectives of this programme were:

- To create a computerized union list of serials held by participating libraries
- To create databases of government documents, research reports and monographs
- To develop and implement an interlibrary loan system among participating libraries
- To prepare an index of Pakistani periodicals subscribed by member libraries
- To input relevant bibliographic records to DEVINSA through the Pakistan Institute of Development Economics
- To provide information services to researchers, planners business community and other users of the participant libraries as well as the public at large [14]

LABELNET came into being in 1990 as a network of nine libraries of Lahore in the areas of public administration, business administration, management and economics. Lahore University of Management Science (LUMS), Pakistan Administrative Staff

College (PASC), Civil Services Academy (CSA), National Institute of Public Administration

(NIPA), Punjab University Economics Department (PUECO), Hailey College of Commerce (HCC), Lahore Chamber of Commerce & Industry (LCCI), Punjab Economic and Research Institute (PERI) and Directorate of Industrial & Mineral Development Punjab (DIMD) were the participatory libraries in this project. The LABELNET produced the following publications and outputs:

- A union list of serials
- A union catalogue of literature on Pakistan business and economics
- Index to Pakistan's business and economic periodical literature
- Database searching on request
- SDI on request
- An inter-library loan system

IDRC support for LABELNET started in 1990 first as a 2-year project and later extended to 5 years (1990–1995). The project was even operational till April 1997. The database of government documents, research reports and monographs of participating libraries is still available in LUMS library. The participating libraries of this project are sharing their material occasionally.

Apart from the above mentioned formal RS projects, Higher Education Commission (HEC) took an initiative towards RS in 2003. HEC has secured inclusion in the Program for Enhancement of Research Information (PERI) initiated by the International Network for Scientific Publications, Oxford, UK. PERI aims to support capacity building in the research sector in developing and transitional countries by strengthening the production, access and dissemination of information and knowledge. HEC describe this programme as:

A programme to provide researchers within public and private universities in Pakistan and non-profit research and development organizations with access to international scholarly literature based on electronic (online) delivery, providing access to high quality, peer-reviewed journals, databases and articles across a wide range of disciplines [6].

The programme has been widely appreciated in the country. HEC is expanding this programme continuously and is now providing remote access to more than 20,000 journals to university and research libraries of Pakistan through its digital library initiative.

### **Future Prospects**

Due to the extensive use of information and communication technology (ICT) in libraries, it is high time to develop formal RS programmes. For this purpose, librarians should seek their respective institutions/organizations' support to establish such programmes in a documented manner. Professional associations can also play a vital role in organizing such programmes by defining policies, procedures, structure and standards. Similarly funding agencies like Punjab Library Foundation and other donor agencies should support RS programmes amongst the libraries. Directorate of Public Libraries Punjab can take an initiative with the support of other library professional bodies.

### **Potential Networks of RS in Lahore**

In the provincial metropolis (Lahore), there is considerable scope to start concrete RS projects because of the large number of libraries. The city is famous for having all kinds of libraries. Different genres of libraries can develop different kinds of mutual RS projects. Libraries of academic institutions in the public sector (universities/colleges) can develop collaborative programmes to share their print and online resources. They can further be divided

into college level and university level. Similarly institutions in the private sector can devise their own RS programmes. They can formulate policies after consulting their peer institutions.

Following are examples of some potential library networks in the public sector:

**University Libraries:** Punjab University Library, University of Engineering & Technology Library, Government College University Library, Lahore College for Women University Library.

**College Libraries:** Islamia College Railway Road Library, Islamia College Civil Lines Library, Government College of Science Library, Queen Mary College Library.

**Medical Colleges Libraries:** Libraries of King Edward Medical College, Fatima Jinnah Medical College, Allama Iqbal Medical College, Postgraduate Medical Institute, Institute of Public Health and Punjab Institute of Cardiology.

**Public Libraries:** Punjab Public Library, Quaid-e-Azam Library, Dyal Singh Trust Library, and Model Town Public Library.

**Special Libraries:** Libraries of Pakistan Administrative Staff College, National Institute of Public Administration, Civil Services Academy and Libraries of NGOs.

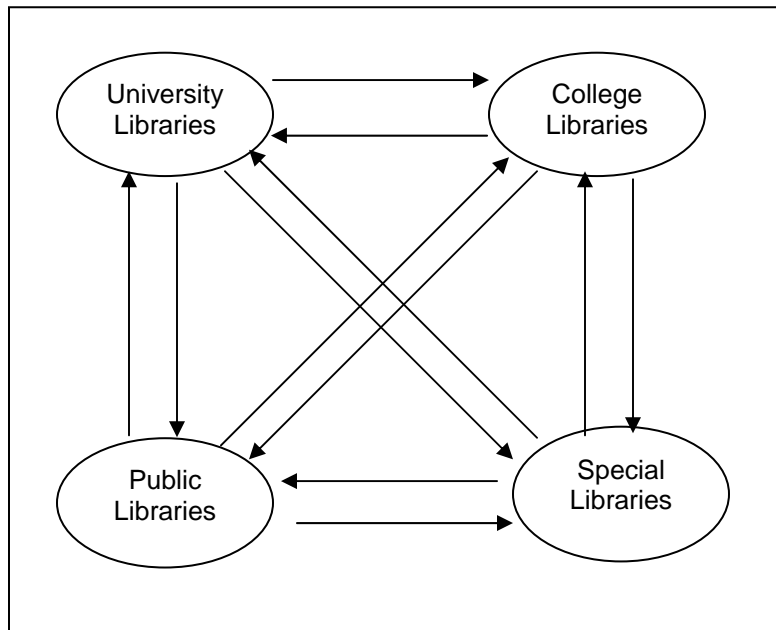
## **Models**

Under the situation stated above, the followings are some suggested RS models among libraries in Lahore.

### ***Model-1 (Inter-Type RS)***

In this model, different types of libraries in the city, regardless of their scope, resources, and clientele, can share their resources. This model provides an opportunity of RS in a broader scope. Under this arrangement, university libraries can share their resources with any or all types of libraries i.e., college, public and special libraries. For example Punjab University library can share its resources with Government College University library or

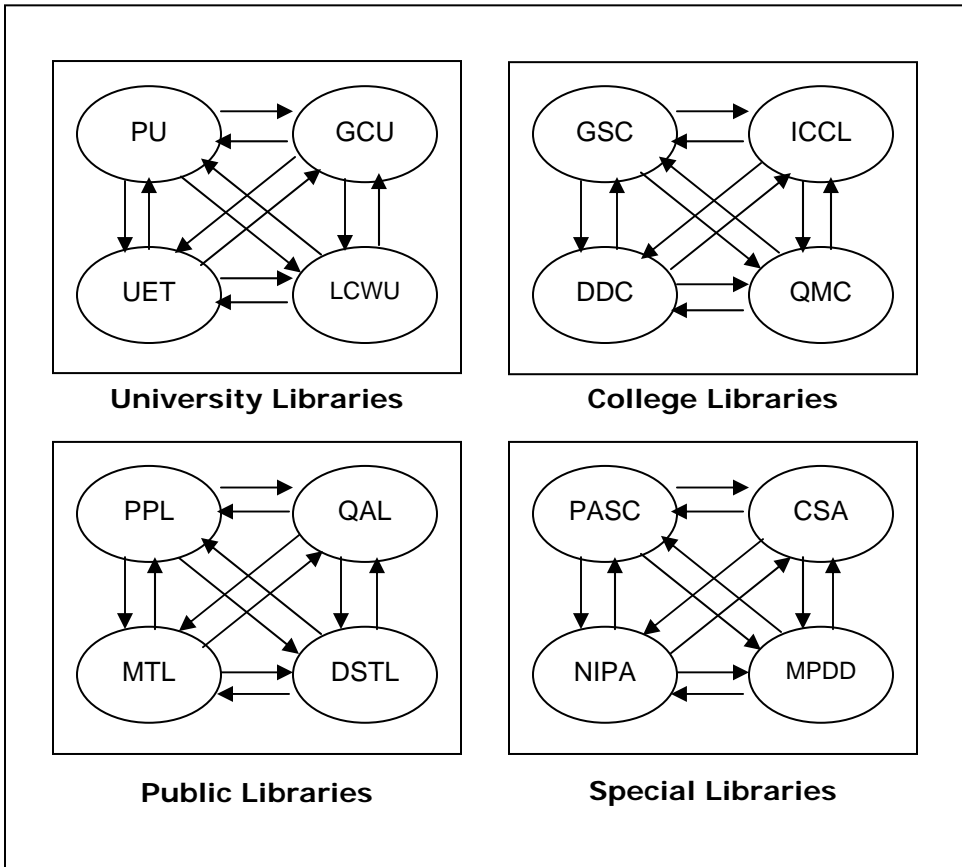
Punjab Public Library or Civil Services Academy Library. The participating libraries may have equal status.



Model 1: Inter-Type RS

### ***Model 2 (Intra-Type RS)***

In this model, a library can share its resources with another library of the same kind. Since the level of participatory libraries will be nearly the same, this model can be easier and more beneficial to adopt. Thus, amongst university libraries, Punjab University (PU) can develop a network with Government College University (GCU), Lahore College for Women University (LCWU), University of Engineering and Technology (UET), etc.



### Model 2: Intra-Type RS

There will be a better understanding of resources, services and the clientele among the participating libraries. The same kind of networking can be developed among college, public, and special libraries. Government Science College (GSC), Government Islamia College Civil Lines (ICCL), Government Dyal Singh College (DSC), Queen Mary College (QMC) and other colleges can share their resources. Similarly, public libraries of Lahore i.e. Punjab Public Library (PPL), Quaid-e-Azam Library (QAL), Model Town Library (MTL), Dyal Singh Trust Library (DSTL) can build their own network. Special Libraries like Pakistan

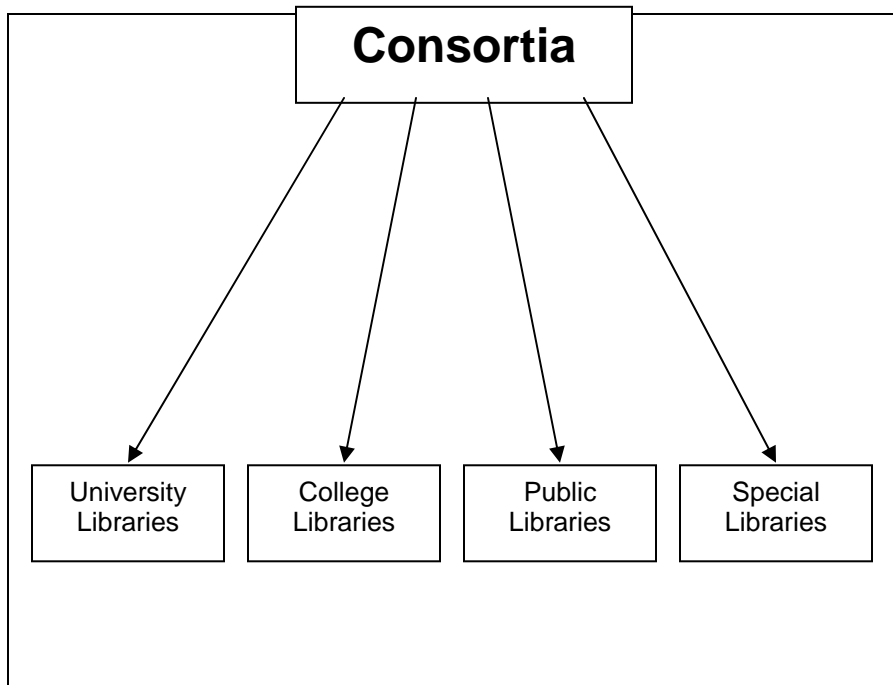
Administrative Staff College (PASC), National Institute of Public Affairs (NIPA), Civil Services Academy (CSA), Management and Professional Development Department (MPDD) can also be networked under this model.

### ***Model-3 (RS through consortia)***

In this model, resources (selected print and electronic) can be housed at a central place and access can be provided to the institutions/organizations. The example of online databases already exists as Higher Education Commission (HEC) is providing full access to several databases through a consortium arrangement. Public sector universities and organizations are enjoying access to all databases subscribed by the HEC while the private sector has been provided access to some of these databases. However, the HEC model can be replicated in other areas. Directorate of Public Libraries can plan RS projects amongst all the public libraries of Lahore. Punjab Library Foundation has enough funds to feed this RS project.

### **Conclusion**

RS is an effective tool towards providing extensive access with limited financial resources. Users' demands and expectations have also arisen with the speedy growth of knowledge resources. Because of budgetary cuts, libraries are unable to purchase the needed material, so they should aim for mutual cooperation. At present, professionals are sharing their library resources as a professional and personal courtesy. There is a dire need for mutual formal cooperative programmes at different levels.



Model 3: RS through consortia

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## Current Awareness Services for Electronic Journal Literature

Yaqub Ali\*

### Introduction

Current awareness services are the services that provide information about the latest books, articles, events and news in a field. Nowadays, there are many sources of information and the volume of new research is so huge that keeping oneself up to date is a big task. Current awareness services help us to match current awareness news and information to our needs. They can save the effort of scanning and browsing journals, bulletins, newsletters and web sites.

Before we start detailed description of different aspects of current awareness services, it looks quite logical that we first have a look at the concept, importance and special features of electronic journals for better understanding the need of current awareness services for them.

### Electronic Journals

Although “electronic journal” is a common term but editors and librarians have not reached consensus in defining or classifying electronic periodicals. An early definition presented by McMillan in 1991 described electronic journals as “any serials produced, published, and distributed . . . via electronic networks such as Bitnet and the Internet” [1]. Later descriptions distinguished between electronic journals available only in

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electronic form, and electronic editions of journals available both in print and electronic forms and among types of electronic journals, such as online, CD-ROM, and networked journals.

According to the *Thesaurus of ERIC Descriptors*, electronic journals are “periodicals, usually topical and moderated, that are published and disseminated (sometimes on an irregular schedule) in the form of electronic text or hypertext on computer networks (such as the Internet) or other computerized media (e.g., CD-ROM)” [2].

*Dictionary of Library and Information Science* describes electronic journal as “a digital version of a print journal, or a journal-like electronic publication with no print counterpart (example: *EJournal*), made available via the Web, e-mail, or other means of Internet access” [3].

## **Features of Electronic Journals**

### ***Presentation in Multiple Formats***

Articles in electronic journals are presented in several formats, most commonly in HTML (HyperText Markup Language) and PDF (Portable Document Format). HTML is the typical format for Web pages. It is good for on-screen reading and for making use of hyperlinks. PDF presents a graphical image of a page. It is often used to provide a Web version of the pages of an article that was previously published in print. Thus, it more closely resembles a print publication and is more likely to be found in the electronic edition of a journal that also has a print edition. Some readers find a printout of a PDF page to be more aesthetically pleasing than an HTML printout. Others find the text less legible than the text on an HTML page. To view a PDF file on a Web site, special software is needed. This software, Adobe Acrobat, is available free from Adobe Systems. Mostly, when you arrive at a Web page that provides PDF files, that page will also provide a link to the Adobe Acrobat download site. The software can be easily installed and

your Web browser automatically accesses set up when it needs to read a PDF file.

Some journals use both HTML and PDF formats. An example of such journals is the Journal of Asynchronous Learning Networks, an education journal published by Vanderbilt University. See:

<http://www.aln.org/publications/jaln/v2n2/index.asp>

### ***Full Text Searching***

Full text searching is another significant advantage of electronic over print publications. There are, of course, search aids in print publications (tables of contents, abstracts, in-text headings, end-of-issue indexes, multiple-issue indexes), and some of these features may also be presented in electronic journals. However, the type of searching available in a Web-based journal with a good search engine that allows multiple keyword searching with Boolean logic (i.e., combining terms with AND, OR, and NOT) has a great advantage over print-based access.

The Journal of Statistics Education (JSE), for example, has a facility with which readers can search all the issues of the journal. The articles are available in full text. See:

<http://www.amstat.org/publications/jse/>

The Scholarly Communications Project at Virginia Tech maintains a collection of education-related electronic journals on its Web site. Readers can perform a keyword search of the entire collection or of individual titles. See:

<http://scholar.lib.vt.edu/ejournals/ej-search.html>

A multiple-issue index can be presented for some print publications. An example of this feature, an author index covering all issues of an electronic journal, is available at the Web site for the journal, *Issues in Science and Technology Librarianship*. A difference between a multiple-issue index in a print form and a

Web-based index can be seen on the Web. Readers can jump immediately to the desired article. See:

<http://www.library.ucsb.edu/istl>

### ***Electronic Notification of Publication***

Since issues of electronic journals do not arrive in the daily mail, potential readers need to either check the journal's Web site around the expected time of the next issue, or have another method of being informed of the issue's publication. One such method is a journal-related Listserv or discussion list. The publisher posts a notice to the list, or simply have their e-mail address added to a notification whenever new issues of the journal are uploaded, or when other new features are added to the journal Web site. For example, on the Web site for the journal *Issues in Science and Technology Librarianship*, a box is provided in which readers can fill in their e-mail addresses if they want to be informed when future issues of the journal are available. See:

<http://www.library.ucsb.edu/istl>

### ***Provision of Related Resources***

For Web-based journals, the publisher can provide resources and information related to the topic of the journal or of individual issues. These resources may be presented as sections of the Web site separate from the actual issues of the journal. These resources resemble the types of resources one finds on Web sites rather than in traditional journals, including Internet links, topical bibliographies, related publications, etc.

### ***Constant Access***

A major benefit of electronic journals is that they are always available. Readers need not be concerned about getting to their library before closing time, nor about the occasional disconcerting discovery that the journal issue they want is missing or damaged due to theft or vandalism.

## **Electronic Journals in Pakistani Libraries**

Electronic journals can also be accessed through special and as well as university libraries in Pakistan. The libraries are taking advantage of both the open access as well commercial information resources available through Internet. With the launching of National Digital Library Program by the Higher Education Commission (HEC), it has become possible for almost all the higher education institutions in Pakistan to get access to various electronic databases having more than 17000 quality research journals across a wide range of disciplines. At the moment, following databases are available through HEC Digital Library:

- American Association of Physics Teachers
- American Chemical Society
- American Institute of Physics
- American Mathematical Society
- American Physical Society
- American Society of Microbiology
- American Society of Agricultural Engineers
- American Society of Civil Engineering
- American Society of Mechanical Engineering
- Association of Computing Machinery
- Blackwell Synergy
- Bentham Science
- Ebscohost
- Elsevier (Science Direct)
- Isi Web of Knowledge
- Institute of Electrical and Electronics Engineers
- Jstor
- Mary Ann Liebert
- Optical Society of America
- Oxford University Press
- Palgrave Macmillan
- Royal Society of Chemistry

- Springerlink

## **Current Awareness Services**

“A service or publication designed to alert scholars, researchers, readers, customers, or employees to recently published literature in their field(s) of specialization, usually available in special libraries serving companies, organizations, and institutions in which access to current information is essential. Such services can be tailored to fit the interest profile of a specific individual or group. Some online catalogs and bibliographic databases include a "preferred searches" option that allows the library user to archive search statements and re-execute them as needed” [4].

## **Types of Current Awareness Services**

Harris [1] has pointed out the following general types of current awareness services:

1. Alerts for the table of contents of journals or news articles on a topic.
2. E-Newsletters and Weblogs. E-Newsletters might be an article from a specialist, a news digest, or an alert to content at a website. Weblogs may offer an alternative view or a running diary.
3. RSS Feeds from web sites, usually news. Use a web newsreader.
4. Current news filtered by topic. Users select from topics pre-defined by the service and may also create their own. There is a huge range in level of sophistication, style of delivery, number of sources used, and price.
5. News syndicators stream news to an Intranet or corporate portal. Select topics and/or construct special trackers.
6. Notifiers or web page monitors report on changes at a web page.

There are many other types of current awareness services but they are out of the scope of this paper. Here we would discuss

only the services that are related to the electronic journal literature. Galter Library Education Team [2] and Mary Harrison [3] of Manchester Metropolitan University have suggested three types of current awareness services for the journal literature. These are:

- Table of Contents (TOC) Alerts
- Saved Keyword Search Alerts
- Cited Reference Alerts

### ***Table of Contents (TOC) Alerts***

Table of Contents (TOC) Alerts are used to identify journal titles of interest and to receive an e-mail copy of the table of contents as new issues become available - often in advance of the publication of the print edition of the journal. TOC Alerts are good for acquiring an overall awareness of trends and developments and for occasionally spotting relevant articles.

TOC Alerts are provided by most electronic journal publishers and are available without cost to non-subscribers as well as subscribers. Subscribers, however, will have the added advantage of generally being able to link from the e-mail message to the full-text of the articles.

Individual publishers use different terms to describe their TOC Alert services, but usually these are found under such links as “Alerts,” “Register” or “My” on the publisher’s website. Setting up an alert rarely involves more than selecting journal titles from a list and supplying e-mail address - but online instructions are always provided on the publisher’s website.

Among many publishers providing Table of Contents Alerts some are:

- American Chemical Society <<http://pubs.acs.org/>>
- Bentham Science Publishers <<http://www.bentham.org/>>
- Blackwell Synergy <<http://www.blackwell-synergy.com/>>
- British Library Inside <[www.bl.uk/online/inside/](http://www.bl.uk/online/inside/)>
- CISTI Source <[www.cisti.nrc.ca](http://www.cisti.nrc.ca)>



- Emerald <<http://www.emeraldinsight.com/>>
- Information Quest <[www.eiq.com](http://www.eiq.com)>
- Infotrieve- "the article store" ([www.infotrieve.com](http://www.infotrieve.com))
- Ingenta <[www.ingenta.com](http://www.ingenta.com)>
- Mary Ann Liebert <<http://www.liebertonline.com/>>
- Oxford University Press <<http://www.oupjournals.org/>>
- Palgrave MacMillan <<http://www.palgrave-journals.com/pal/>>
- Royal Society of Chemistry  
<<http://www.rsc.org/is/journals/peri.htm>>
- ScienceDirect <[www.sciencedirect.com/](http://www.sciencedirect.com/)>
- Springerlink <<http://www.springerlink.com/>>
- Wiley Interscience [www.interscience.wiley.com/](http://www.interscience.wiley.com/)

### ***Saved Keyword Search Alerts***

If someone wants to be notified whenever a new article is published on a particular topic, then Saved Keyword Search Alerts will be more useful than TOC Alerts. A person can create a keyword search and then save it. This search will be run automatically on user's behalf at scheduled intervals and the results will be e-mailed to him/her.

Saved Keyword Search Alerts are provided by electronic journal services such as *Blackwell Synergy*, *Cambridge Journals Online*, *Emerald*, and *ScienceDirect* as well as by many of the other subscription-based abstracting and indexing services, including:

- ABC-CLIO databases: *America: History and Life* and *Historical Abstracts* <<http://www.abc-clio.com/>>
- BIOSIS <[www.biosis.org/](http://www.biosis.org/)>
- Cambridge Scientific Abstracts databases, including *ArtBibliographies Modern*, *British Humanities Index*, *Environmental Sciences & Pollution Abstracts*, *LISA*, and *Sociological Abstracts* <[www.csa.com/](http://www.csa.com/)>

- Ebscohost, Including Academic Search Premier and Business Source Premier < <http://search.epnet.com/>>
- OVID databases, including *British Nursing Index*, *CINAHL*, *Food Science & Technology Abstracts*, *MEDLINE*, *PsycINFO*, *SPORTDiscus* < [gateway.ovid.com/](http://gateway.ovid.com/)>
- SilverPlatter databases, including *Bibliography of the History of Art*, *MLA International Bibliography Database*, and *Philosophers Index Database* <<http://www.ovid.com/>>

In addition, the British Library's Zetoc service is recommended as the most comprehensive of the current electronic awareness services. Zetoc indexes the contents of approximately 20,000 current journals and 16,000 conferences, both UK and international and in virtually every subject area. Both Table of Contents and Saved Search Alerts are offered. To set up your account, simply login to Zetoc Alert and follow the onscreen instructions.

### ***Cited Reference Alerts***

Less common but very useful are Cited Reference Alerts which allow identifying individual journal articles and then receive notification whenever these articles are cited by a new journal article. This can be useful if someone wants to keep track of how the research community receives a particular article and study how other researchers are making use of its content.

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Alternative Funding Model for Libraries in Pakistan.  
Khalid Mahmood. 2004. Unpublished doctoral  
dissertation, University of the Punjab, Lahore

**Abstract**

The main purpose of this study was to develop and propose an Alternative Funding Model (AFM) for public sector libraries in Pakistan which have always been under-financed. To achieve this objective the researcher adopted a multi-phase research process. In the first phase, a comprehensive literature review was conducted. The areas covered in the review of literature include funding situation of public, academic and special libraries in developed countries, developing countries and Pakistan; causes and effects of, and responses to, funding crisis in libraries; methods for alternative funding being used in libraries including fees for library service and fundraising; and model formulation in library and information science. Based on the review of literature instruments were developed for library survey and expert interviews.

In the second phase, data were collected about funding situation of libraries in Pakistan and possibilities of alternative funding in the country. For this purpose, a survey of large libraries was conducted. A sample of 100 university, college, public and special libraries of public sector throughout the country having a collection of at least 25,000 volumes was selected randomly. Data collected from 60 libraries that responded were analyzed. Another data collection tool that was used is interview. Sixty experts in the field of librarianship from eight major cities were selected for this purpose. Data were collected from 48 experts with the help of an interview schedule. The interviews were recorded on audio tape recorder.

Based on the findings of the previous two phases, a draft model for alternative funding for libraries in Pakistan was developed which was presented for validation before national and international experts in the field of library science. The comments

of 21 experts were qualitatively analyzed, and on the basis of that, necessary amendments were made in the Alternative Funding Model (AFM) before its final presentation.

This study has found out that funding of libraries in Pakistan is not according to a well thought systematic process; all types of libraries are dissatisfied with their present funding and they need more funds to fulfill their needs; poor economy of the country and policies of the government are two reasons for library under-financing; due to poor standard of collection and services libraries do not enjoy a good reputation in the Pakistani society; activities for seeking library funding from alternative sources are not many in the country; most of the libraries have no plans for seeking alternative funding; there is a potential in the Pakistani society for raising library funds from alternative sources; and, library leadership in the country is in favor of fee-based services but everyone advocates for a core service to be offered free of charge as a basic right of the citizens.

The Alternative Funding Model (AFM) proposed in this study demands an over-hauling of the library system in the country as no fundraising model can succeed in Pakistani society unless the image of library is changed to be commensurate with the needs of information society. Based on general systems theory the AFM proposes special inputs, processes and feedback mechanism to get effective outputs. Alternative funding for libraries, according to the Model, revolves around two types of activities: (a) Fee-based services, and (b) Fundraising. Leadership skills of library staff and the use of modern information technology in libraries can play a vital role in the success of the proposed AFM.

Philosophy and Framework of Collection Management  
and Its Application in University Libraries of Pakistan:  
An appraisal. Kanwal Ameen. 2005. Unpublished  
doctoral dissertation, University of the Punjab, Lahore

**Abstract**

The basic aim of this study was to make an appraisal of the status of collection management in the university libraries of Pakistan and to determine as to what extent they are following the current trends. To achieve this objective a mixed-methodology research design (consisting of quantitative and qualitative method) was employed. In the first phase, a thorough review of the literature was carried out to determine the developments in the philosophy and framework of collection management. Other major areas covered in the review include (i) collection management policy, the origins and evolution of a written policy (ii) the origins and evolution of a contemporary university including its library, collection and their management and the challenges posed by the digital paradigm (iii) functions of universities and their libraries in Pakistan. Based on the literature review, data collecting instruments were developed for mail-in survey and in-depth interviews.

In the second phase questionnaires were posted to the central libraries of 40 universities established in Pakistan upto 1996. Later, the data obtained about collection management practices from 30 libraries in the country was analyzed.

In the third phase semi-structured interviews were conducted using interview-guides. Twenty librarians of 16 universities in 6 major cities were interviewed. Interviews were also conducted with 5 senior faculty members of 5 universities in Lahore, Islamabad and Peshawar. All interviews were tape recorded. The data collected through questionnaires and interviews were analyzed in quantitative and qualitative manner and reported

in separate chapters according to the given framework in Chapter 1.

This study identified weaknesses in a number of areas of the CM system in the responding libraries. It was found that majority of them were still stuck with the traditional aims and ways of maintaining collections. Their main focus was largely on building and organizing collections whereas their effectiveness and usefulness was a neglected area. Psychological and technological barriers in the way of mutual library cooperation were also identified. The lack of IT trained professionals and ‘the fear of the new’ appeared as significant factors hampering effective induction of upcoming developments in the university libraries. Findings suggest that the university libraries should follow the modern philosophy (aims) and framework (ways) of collection management (selection, acquisition, access, organization, maintenance, weeding, preservation, conservation, etc.). It is imperative to meet both the challenges of evolving digital paradigm in Pakistan and the expectations of advanced library users.

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