

EDITORIAL

Seventy-Five Years of IFLA

Ross Shimmon

Celebrating anniversaries must come close to being a universal cultural phenomenon. So it is not surprising that IFLA, the international body representing a profession as global as library and information science, should wish to celebrate its 75th birthday. This we shall do at our 68th General Conference, to be held in Glasgow, Scotland this August.

Strangely enough, IFLA was itself born during the celebrations of another professional anniversary; that of the (British) Library Association. It was at the 50th anniversary conference, held in Edinburgh, of the second oldest library association in the world, that a resolution was passed which led to the establishment of what we now know and love as IFLA. So it is very appropriate that we return to Scotland for our birthday conference, hosted by the (British) Library Association in its 125th year, and in the year it transforms itself into the Chartered Institute of Library and Information Professionals (CILIP) by unification with the Institute of Information Scientists.

For many, an anniversary is a sufficient occasion in itself for celebration, or at least congratulations. But for an organization like IFLA, it is essential to have achieved something useful, and to have an assured future, for the event to have any meaning. Three articles in this issue of *IFLA Journal* touch upon some of our achievements over the years.

As I have often had cause to remind people, IFLA is much more than just a conference. Nevertheless, the annual conference is our flagship event. It is, for many librarians, information specialists

and vendors, their main point of contact with the federation. It is very important, therefore, that the experience is not only memorable, but also professionally satisfying. For several years the Royal School of Library and Information Science, Copenhagen has carried out a formal evaluation of the conference. Niels Ole Pors, in his article, *Perceptions of the Quality of the IFLA Conference in Boston*, reports on the results of the evaluation of the biggest IFLA conference so far; biggest in terms of overall attendance, as well as numbers of first timers, countries represented and exhibitors. But does size matter? There are many other factors at work, as the article reveals. This is essential reading for those committed to organizing future IFLA conferences, those considering making a bid, and indeed anyone concerned with running a sizeable international event. The 5000 or so who attended IFLA Boston may like to compare their experience with the evaluation.

Melville Dewey, at an international conference held long before IFLA was established, startled the assembly of male librarians by saying that the profession was especially suitable for women. Since then, of course, the proportion of female practitioners has increased enormously in most countries. But debates about the existence of a glass ceiling preventing or delaying women reaching senior positions, and other issues, such as salaries, qualifications, training and development as they affect women in the profession have proliferated. Pat Gannon-Leary and Sandra Parker in their article *The Round Table on Women's Issues Snapshot Project: the Status of Women in Libraries, Internationally*, report on the findings of a survey conducted by questionnaire circulated at the Boston conference and followed up by e-mail. The article

highlights sectors reported by respondents as exhibiting inequities and makes suggestions for further research.

For the majority of its 75 years, librarians from Europe and North America dominated IFLA. All of its presidents, for example, have so far been from those regions. The election of Kay Raseroka from Botswana as President-Elect is an important breakthrough. A major factor in this domination by Americans and Europeans has, of course, been the relative lack of resources available to professionals in other parts of the world, especially the developing world, to enable them to attend IFLA conferences and to participate in the business of the federation. The availability of grants funded by the Danish International Development Agency (DANIDA) has helped to correct this imbalance by enabling more than 200 librarians from developing countries to attend the IFLA conference in recent years. Jeffrey M. Wilhite, in his article *DANIDA and the World Stage* analyses the impact of these very welcome grants.

Later in the year Harry Campbell will reflect further on the achievements of the past 75 years. Meanwhile, in a world at once shrinking and threatened by terrorism and cultural antagonism, our federation, with its commitment to freedom of access to knowledge and to multiculturalism enshrined in its Statutes, surely has much to do for the next 75 years. We must find the financial resource and the human resolve to ensure that that it is in a position to celebrate its achievements in 2077.

Many readers will know that Carol Henry, IFLA's Executive Officer for more than twenty years, retired at the end of last year. Among her

many tasks was editing this journal, which she accomplished with her characteristic efficiency and distinction. An appreciation of her contribution to the work of the Federation appears in the News

Section. During Carol's absence last year on sick leave, Stephen Parker, former Executive Director of FID, capably stood in as Acting Editor. I am very glad to be able to announce that the Executive Com-

mittee has appointed Stephen on a permanent basis. He and the Editorial Committee already have plans for improvements to *IFLA Journal*, which will appear over the next few months.

Perceptions of the Quality of the IFLA Conference in Boston

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Introduction

Since 1997 the Department of Library and Information Management of the Royal School of Library and Information Science in Den-



mark has made formal evaluations of the annual IFLA conferences on behalf of IFLA. This has given a unique opportunity to compare some of the variables on a longitudinal basis. The evaluations have been conducted through a combination of interviews and questionnaires. The evaluation reports have been mainly descriptive, presenting summaries of rather large numbers of variables. This paper deals only with the 2001 conference in Boston. It is based on the formal evaluation report (Pors, 2001), but goes a step further in analysing the data from the questionnaires.

The response rate was a bit disappointing. In total only 534 questionnaires were returned. Not all 534 answered all the questions. This means that the number of respondents shown in the different tables varies. In comparison to the official number of delegates (5300), this means that the response rate was around 10 percent. This is not a disaster, but it points to the fact that the conclusions must be taken with a certain degree of caution. In reality the response rate was probably a bit higher, because many

delegates turned up only for parts of the conference.

A lot of the questions in the questionnaire had to be answered on a 5-point scale. Only the extremes of the scale were named; they were 'Excellent' and 'Poor'. 'Excellent' was marked with a value of 5 and 'Poor' with a value of 1. This means that 3 represented a middle value.

In total the questionnaire consisted of more than fifty questions. It was a large questionnaire, and in this paper I will analyse not the individual variables (specific questions) but the dimensions or composite variables in relation to demographic background variables. An example of a dimension is the following: In the questionnaire there were five questions concerning the respondents' overall impressions of the conference. I have formed a new composite variable that calculates the mean of every respondent's over-all impression. In the questionnaire there were eight questions concerning presentations in different settings. I have also here calculated a composite variable. Of course, you get a kind of data loss by forming composite variables.

We have quite a lot of information about the individual respondents. They were asked about their gender, nationality, professional occupation, number of attendances at IFLA conferences and function in relation to IFLA – i.e. whether they were regular participants, IFLA officials, or members of sections and round tables. These variables form the backbone of the analysis of the perceptions of the quality of the conference – in relation to the different composite variables.

All the results have been through various statistical tests like the chi-square and ANOVA.

Occupation	Male	Female	Total
Librarian	37	46	43
Library Director	34	27	29
Educator	8	12	11
Library Association	8	8	8
Private Company	1	1	1
Student	1	1	1
Other	11	6	7
Total %	100	100	100
Total respondents	151	375	526

Table 1: Participants by Professional Function and Gender (%).

Age	Male	Female	Total
- 40	20	19	20
41-50	28	30	30
51-60	45	41	42
61 -	7	9	9
Total %	100	100	100
Total respondents	141	351	492

Table 2: Participants by Gender and Age (%).

Nationality	0	1-5	6-10	11+	Total %	Total no.
Africa	50	45	5	0	100	38
Asia	39	57	4	0	100	28
East Europe	30	45	25	0	100	20
Middle East	20	73	7	0	100	15
Scandinavia	20	47	28	6	100	51
South America	66	27	0	7	100	41
UK	30	53	9	8	100	53
USA	56	25	12	7	100	163
West Europe	17	38	28	17	100	87
Total	40	38	15	7	100	496

Table 3: Nationality and Number of IFLA Conferences Attended Previously (%).

Gender, Occupation and Age

Let us take a look at the delegates at the conference. We will start by looking at the gender and professional occupation or function of the delegates.

In Table 1 we see a cross-tabulation between gender and professional function. Females constitute a majority of the sample. There are some interesting features if we look at the professional occupations of the delegates. Nearly 75 percent came from the library sector as either librarians or library directors. The proportion of library educators was nearly 11 percent. The numbers from private companies and of students were very low.

These figures are not that different from previous years.

We will now look at the age of the delegates. A total of 492 delegates answered the question about age and gender at the same time.

The average age of an IFLA participant is about 50 calculated as a simple mean of the raw data. We see that there is no difference in the respondents' age in relation to gender.

In relation to the age structure, it is interesting to look at the possible future recruitment of new IFLA members. An indicator of possible recruitment could be the proportion of first-timers attending the conference. One has to interpret these figures with great caution, be-

cause quite a lot of the first-timers will be participants from the hosting country – in this case, the USA. The first-timers' perceptions of the conference are of major interest because a positive experience is a prerequisite for them to attend later conferences.

We will first look at the number of first-timers and participation rate. We will cross-tabulate this with the nationality of the participants. The nationality is summarized in relation to regions and continents based on the following principles: Africa includes delegates from all African countries, including South Africa; Asia includes countries like China, Singapore, Japan, India and so on; the United Kingdom includes Australia and New Zealand; East Europe includes Russia, the Baltic States and the former Eastern bloc countries; the Middle East includes countries like Iran, Israel, Lebanon and Iraq; South America includes Mexico; the United States includes Canada; Western Europe includes countries like Netherlands, Germany, France and Spain. The Scandinavian countries are treated separately from Western Europe because they normally send large delegations to the IFLA conferences.

Table 3 demonstrates how IFLA conferences have been and still are dominated by the United States, Scandinavia, the United Kingdom and, to a lesser degree Western Europe. Forty percent of the participants were first-timers. The proportion of first-timers from the United States in Boston was very high, while the proportion of first-timers from South America was even higher.

Those delegates who had participated in more than eleven conferences were nearly all from the USA and Europe.

Perception of the Conference as a Whole

We will now look at the overall conference evaluation. We use a composite variable that consists of two variables, one about the confer-

ence as a whole and the other about the sessions. The composite variable is analysed in relation to some of the background variables.

The analysis showed that there was no significant difference in perception in relation to either gender or age. However, as shown in Table 4, the perception in relation to nationality was statistically significant. There were clear differences in evaluation according to nationality.

There is a slight tendency, significant at the alpha 0.10 level but not the 0.05 level, that the evaluation is inverse in relation to the number of conferences attended.

The composite variable does not include the cultural events and the service facilities. They could be part of it, but they are analysed in detail later.

The next question is concerned with the different presentations at the conference. Again we are using a composite variable that includes evaluations of plenary sessions, poster sessions, workshops and discussion groups, and again, there is no statistical significant difference according to gender or age – nor for number of previous conference attendances.

Table 5 shows the evaluations in relation to nationality; an ANOVA-test demonstrates a statistical significance between evaluation and nationality.

What is more interesting is that a test between the delegates' professional function or occupation and their perception of the quality of the presentations does not show any significant differences.

What we have seen here is that nationality seems to be a decisive factor in quality measures.

The Service Level at and Before the Conference

The service level was measured in relation to the registration desk,

Nationality	Mean	N
Africa	4.15	39
Asia	4.32	30
East Europe	3.98	20
Middle East	4.13	16
Scandinavia	3.97	52
South America	4.40	55
UK	4.07	53
USA	4.30	164
West Europe	4.02	87
Total	4.18	516

Table 4: Overall Evaluation of the Conference (Composite Variable) in relation to Nationality.

information desk, tour desk, directional signs, food service, airport arrival and the volunteers. It was with considerable interest that this analysis was conducted. It was possible to compare with the evaluation of the Jerusalem conference in 2001 (Pors, 2001a). The one outstanding phenomenon in the evaluation of the service level in Jerusalem was the evaluation of the food services. It was evident that the delegates found that they were missing in quality. Over 55 percent found the food services less than adequate and over 25 percent found it directly poor. The perception of directional signs and reception in the airport showed similar trends. Nearly 45 percent found that the airport arrival desk worked less than adequate. The airport arrival did not cause any kind of enthusiasm among the delegates. It was also found an existence of a very high correlation between the evaluation of the context of a conference and the content. These

Conferences attended	Mean	N
0	4.45	199
1-5	4.16	195
6-10	4.09	72
11+	4.13	37
Total	4.26	503

Table 6: Perception of Service Level (Composite Variable) in relation to Number of IFLA Conferences Attended Previously.

Nationality	Mean	N
Africa	3.89	39
Asia	4.06	30
East Europe	4.13	20
Middle East	4.01	16
Scandinavia	3.81	52
South America	4.20	55
UK	3.87	53
USA	4.02	164
West Europe	3.77	87
Total	3.96	516

Table 5: Overall Evaluation of the Presentations (Composite Variable) in relation to Nationality.

findings from the evaluation of the Jerusalem conference are emphasized here because the rather poor overall evaluation of the context of the conference influenced the respondents' judgement of the factors related to the content.

We have again processed an ANOVA-test between the dependent variable and the background variables. Again there are no differences in evaluation according to gender, age and professional function or occupation, but there are marked differences in relation to number of conferences attended (Table 6) and again to nationality (Table 7).

It is evident that the criteria first-timers use in relation to the context of a conference differ very much from more seasoned participants' criteria. They simply do not have a comparative scale against which to measure their expecta-

Nationality	Mean	N
Africa	4.22	39
Asia	4.32	30
East Europe	4.26	20
Middle East	4.38	16
Scandinavia	4.17	52
South America	4.56	55
UK	4.19	54
USA	4.32	166
West Europe	4.10	88
Total	4.27	520

Table 7: Perception of Service Level (Composite Variable) and Nationality (%).

Evaluation	Location %	Conference Centre %	Hotel %
Poor	0.5	0.5	2
Fair	1	2	4
Average	4	9	18
Good	18	24	37
Excellent	77	66	40
Total %	100	100	100
Total no.	525	513	455

Table 8: Evaluation of Location, Conference Centre and Hotel (%).

tions. The important fact here is that the evaluations from all participants were extremely positive.

In relation to nationality we see the same pattern as before. The delegates from the UK, Scandinavia and Western Europe perceived the service level as the lowest. Again it must be emphasized that the overall evaluations were positive. This result is partly due to the lower proportion of first-timers from these regions.

The service level before the conference was evaluated highly. Again we see that there are no differences in perception in relation to background variables like gender, age and professional function but only to nationality and number of conferences attended.

Location and Accommodation

A very important aspect of a conference is probably the location or the city, the facilities at the conference centre and the standard of the hotels. The last variable is important because people stay more than one week for an IFLA conference.

It is interesting to compare the results shown in this table with the evaluation of the IFLA conference in Jerusalem in 2000. It was evident that quite a lot of attendees considered Jerusalem a dubious choice as a venue for the conference. Only 60 percent found Jerusalem a good or excellent choice. The scores for the conference centre and hotel accommodation were also rather low. In contrast, Table 8 shows a totally different picture, as 95 percent found that Boston was a good or excellent choice, while the levels of satisfaction with the conference centre and the hotel accommodation were also very high.

Some of the reports on previous IFLA conferences stated that there was a relationship between the respondents' assessment of these variables and their perception of the quality of the conference itself. If this is correct, it is the same as saying that people tend to judge the various aspects of a conference as a whole, or that the variables interact. (Egholm et al. 1998; Pors, 2001a)

This relationship is easily documented in the following. I have run a series of correlation analyses on

the four variables concerned with the overall impression of the conference and the three variables concerned with the location, the conference centre and the hotel accommodation. The results show a strong positive correlation among the variables. This simply means that people who judge the location as poor also have a very strong tendency to judge the conference itself as poorer than those delegates who evaluate their accommodation as good or excellent.

What we see here is simply that variables interact and that different dimensions of a conference influence each other when people express satisfaction. This result is not surprising, but it shows clearly that the evaluation of a professional conference can be heavily influenced by factors that have nothing to do with the content of the conference. In this respect conference participation can be seen as a service transaction. Content and context interact in the judgement of the delegates. When people participate in a conference which runs for as many days as an IFLA conference, they do to a certain degree perceive it as a whole package.

This relationship will be demonstrated in Table 9, which indicates how satisfaction with accommodation correlates with measures of quality in relation to the overall impression of the conference.

It is evident that there is a very close relationship between the two variables.

Cultural and Social Events and Library Visits

The next composite variable consists of variables concerning the social and cultural events including library visits. The perception of the cultural and social events shows the same pattern as we have seen in the former analyses. It shows a very high degree of satisfaction with the different aspects of the cultural events. Fewer than 2 percent found the cultural events less than

Quality of accommodation	Overall impression of the conference	
	Mean	N
Poor	3.78	9
Fair	3.76	17
Average	3.97	82
Good	4.10	163
Excellent	4.38	178
Total	4.17	449

Table 9: Relationship between Evaluation of Accommodation and Overall Impression of the Conference.

average in quality and 84 percent found them better than average.

There is no doubt that the social and cultural events are a very important part of a conference like the IFLA conference. It is also evident that the cultural element is important. Very many delegates emphasized how much they enjoyed the opportunity to go to the university area and to visit the Boston Public Library. Some delegates commented that they want more of these kinds of cultural elements in future conferences.

If we look at the evaluation in relation to the background factors we note again that age and gender do not influence the result but the number of conferences attended, and nationality, do. Nationality shows the same trend as emphasized in some of the earlier tables.

Table 10 shows the evaluation of events and library visits in relation to the number of IFLA conferences previously attended.

The first-timers gave a very positive evaluation. We saw the same phenomenon in Jerusalem. Many of the first-timers in Boston were from the USA, so the variables concerning nationality and number of conferences interact.

Conclusion

Overall we see in Boston an IFLA conference that has been evaluated very well. As a matter of fact, the Boston conference turns out to be the best-evaluated IFLA conference ever.

In this paper we have also looked more closely at some relationship between factors and some interesting phenomena have emerged.

First of all, the analysis has demonstrated the close interrelationship between content and context in delegates' judgements and perceptions of a conference. One could argue that it would be beneficial in future evaluations to use a more

clear-cut measurement instrument like SERVQUAL, which is very efficient in measuring the relationships and possible gaps between expectations and experiences.

There is another factor that influences the evaluation. This is the evaluation by the different nationalities. In this evaluation we see different patterns of grading according to nationality. It also emerges from this analysis that the number of IFLA conferences the individual delegate has previously participated in influences his or her judgement.

These factors are very important if one wants to compare evaluations. It is evident from the analysis that a simple comparison of the degree of satisfaction can be a dubious measure. It is the whole composition of the delegates in relation to nationality, number of conferences attended and the context of the conference that influences the average perception and evaluation of a particular conference.

There is a remarkable difference in the evaluations according to nationality. The number of conferences the delegates have previously participated in cannot by itself explain this difference. Another factor that influences the overall

Conferences attended	Mean	N
0	4.30	200
1-5	4.12	195
6-10	3.95	71
11+	4.05	37
Total	4.16	503

Table 10: Evaluation of Cultural Events and Library Visits in relation to Number of Conferences Attended

evaluation of a conference is the proportion of delegates from the host country. It has not been documented in this article, but is documented in the evaluation reports, that delegates from the host country have a more positive overall evaluation than the average delegate. The explanation for this phenomenon is twofold. First, the delegation from the host country will consist of many first-timers. Second, a certain national pride in arranging a rather prestigious conference plays a significant role.

This article has analysed the satisfaction rate of the Boston conference with the construction of composite variables. The conference was evaluated in a very positive manner and it would be appropriate to end this article with

Service	Mean	N
Location	4.70	525
Service level – Registration	4.62	518
Service level – Information desk	4.58	472
Conference centre	4.52	513
Service level – Tour desk	4.50	336
Overall impression – Conference	4.31	523
Overall impression – Service facilities	4.28	500
Cultural and social events	4.20	499
Library visits	4.20	380
Exhibition stands	4.17	513
Quality of presentation – Plenary	4.14	452
Confirmation and registration	4.13	512
Quality of presentation – Workshops	4.07	395
Quality of presentation – Open sessions and sections	3.98	420
Quality of presentation – Discussion groups	3.94	309
Quality of presentation – Poster sessions	3.70	391

Table 11: Evaluation of Selected Individual Services at the Boston Conference.

a table that shows the evaluation of a selected number of the individual services offered at the conference.

The impressive fact is that nearly all the items obtained an average of more than 4 on a 5-point scale, but it is also worth mentioning that three aspects of 'quality of presentation', namely, those dealing with 'Open sessions and sections', 'Dis-

cussion groups' and 'Poster sessions' received average scores of less than 4. There is still some room for future improvement of the IFLA conferences.

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The Round Table on Women's Issues Snapshot Project: The Status of Women in Libraries, Internationally

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Introduction

This project was commissioned by the Round Table on Women's Issues (RTWI) at the 66th IFLA conference. The Round Table on Women's Issues is a sub-division of IFLA which concerns itself extensively with questions and issues that have special relevance for women in the library profession and in the user community. Further it develops programmes designed to enhance the opportunities and the image of these two groups of women. The Round Table on Women's Issues promotes the collection, research, publication and dissemination of information on the status of women in librarianship. Another concern is to identify discrimination in all forms, and disparities in resources, programmes, and opportunities relating to women in librarianship.

At the 66th Conference, members of the Round Table discussed the Association of Research Libraries' *Annual Salary Survey, 1999-2000* and noted that the average salary for female directors (USD 132,000) in United States university libraries was slightly higher than the average salary of male directors (USD 125,000) (pp. 16-18). There is now the highest number of women in top administrative positions than there has been before: 54 women out of a total of 111 directorships.

This was of course the good news. The bad news was that the overall salary for women in research and academic libraries in the USA was still only 94 percent that of men. During the 19 years that statistics have been gathered women have been gradually closing the earnings gap, as in 1980 they earned only 87 percent, but it is a slow process. Overall, men represent only 35 percent of the workforce among professional librarians.

Continent	Frequency	%
North America	58	34.3
Latin America & West Indies	8	4.7
Australasia	5	3.0
Western Europe	42	24.9
Eastern Europe	11	6.5
Middle East	5	3.0
Africa	22	13.0
Far East	17	10.1
India/Sri Lanka	1	0.6
Total	169	100.0

Table 1: Distribution of Responses by 'Continent'.

The Round Table felt it would be interesting to discover how this compared with salaries in other countries and other sectors. This could form the basis for some comparative statistics if other members of the group could follow up.

Although aware that delegates at IFLA conferences were not representative of the profession as a whole, it was felt that it might be possible to conduct a 'snapshot' project of delegates, women officers and committee members at IFLA's 67th conference to ascertain the status of women librarians internationally. Sandra Parker and Pat Gannon-Leary from the Information Management Research Institute, University of Northumbria School of Information Studies, obtained an IFLA small grant to undertake this work and to report on findings at the 68th IFLA conference.

Methodology

A questionnaire was devised and circulated around RTWI members for feedback. Initially it was targeted purely at women attendees but, on reflection, it was felt that male delegates needed to be involved too, to provide a basis for comparison. Once the questionnaire content was agreed it was mounted on the IFLA RTWI website.

It was agreed that the questionnaire would be printed in the *IFLA Express*, the free multi-lingual newsletter, issued during the IFLA conference. A box would be pro-

vided at the 67th conference in which delegates might 'mail' their completed questionnaires. This box was placed in the Distribution Area at the conference, usually a high traffic area.

Unfortunately, neither of the two researchers engaged in the project were able to attend the 67th conference so were not there to encourage delegates to complete and return the questionnaires.

This may explain the poor response rate: only 26 questionnaires were posted in the box!

As a follow-up, reminders were posted to IFLA-L, Circplus, Lis-link and similar mailing lists, requesting that those who attended the conference should visit the website and complete the questionnaire. The researchers also received an Excel file from IFLA HQ of some 3,000 names of people who had signed up to attend the conference. About 2,000 of these had e-mail addresses, so an e-mail message was circulated requesting completion of the questionnaire. As a result of this, a few more questionnaires were returned but many people had problems with the pdf format of the questionnaire on the website. They could print it and fill it in manually but could not download it and complete it electronically. Also, some people were concerned about the fact the questionnaire asked their name, institution and salary (even though the latter was banded in fairly broad categories). In consequence, another e-mail was sent out. This one had a Word version of the questionnaire as an attachment as well

as containing the questionnaire in the body of the text. It was also suggested that respondents could leave out name and institution details if they preferred and merely put their country and the type of library under the heading 'institution'. This second e-mail was more successful, bring the overall response rate up to 169 (85 per cent of whom were women) from 60 different countries. Not surprisingly, given that the conference was held in Boston, Mass., the most responses received came from the USA (50) with 12 from the UK, 8 from Canada and 7 from the Netherlands. In many cases only one reply was received from a country but it is quite possible in some instances that only one representative from that country attended the conference. To assist analysis, the countries were grouped by geographical area, roughly approximating continent (Table 1).

Figures from the IFLA conference showed that the attendance was over 5,000 so any results cannot be said to be statistically significant although they are, hopefully, of interest and may point the way to other areas for research. Factors inhibiting a higher response rate may include the following:

- not all delegates were librarians, many were exhibitors and company representatives
- some delegates did not post their responses in the correct mailing box at the conference
- not all delegates had e-mail addresses so could not be targeted in follow-ups
- not all putative delegates, listed in the Excel file, were able to attend the conference – some, e.g., were refused visas
- some delegates had retired or moved to another organization since the conference
- some institutions had an e-mail delivery system which rejected any e-mails with an attachment
- many e-mail addresses in the Excel file were incorrect and resulted in delivery failure
- some people just don't like filling in questionnaires!

Results

Contribution to Society in the Information Age, Status Generally

Expectation is that the information age should bring about recognition of the important role which information professionals can play. Libraries have been in existence for a long time in many countries and so should have become an integral part of the culture. However, the important societal role is not always recognized in terms of money or status. This was a common concern expressed by respondents from Norway, Thailand, South Africa and the USA, e.g.

Thai librarians have yet to prove that library and information plays an important role in communities and society we serve. [Female, Thailand, university]

In South Africa ... there is a lot of lip service as to the value of libraries, but when it comes to status, salaries etc, this is not reflected. [Female, South Africa, public]

It is not always the status of women which is an issue but sometimes the status of the profession. Respondents from several countries agreed that the status of everyone working in libraries was lower than it should be. In some cultures it was still the case that the library public were unaware there was more to librarianship than sitting "behind the counter to loan and return books ..." [Female, Papua New Guinea, international]. In some cases (e.g. the Middle East and Africa), it was felt women were not respected by the administration. Eastern European respondents reported that library work was considered more fitting employment for women than for men, most of whom worked in IT.

Consensus was that women needed to stand up for their rights; create awareness of their importance and what they could offer; get themselves into the community, involving themselves in projects and services to earn more appreciation and respect.

Do Women Rule?

Traditionally, in many cultures, librarianship has been seen as a female-dominated profession and yet the senior posts are predominantly held by men. Is this still a true picture or is it now a cliché? One North American respondent felt it was now a cliché and that, generally, with pay equity women were respected and respectable and held major positions in libraries across the country.

Other North American respondents varied in their perceptions. One believed that:

Women rule in US! However, more library directors should be women. [Female, USA, university]

Most respondents felt the profession was still considered to be female-dominated, especially in, e.g., areas like nursing librarianship. This was slowly changing and some respondents cited the number of research library director positions now held by women although this was countered by some who felt that many of the top officials in libraries and professional organizations were men.

In the Far East, librarianship was female-dominated (percentages of between 75 and 90 were quoted) and generally respondents reported that there were still few female head librarians and that salaries were low.

In Australasia, there was recognition that changes were happening but that some inequities persisted. A large number of Australian institutions such as state libraries, the national library, university libraries, etc. have women either as head or in senior positions.

In South Africa, most library directors were men, most library workers women, in spite of strong efforts toward equal opportunity. A gender bias persisted in librarianship as it did in nursing and teaching. There could be the added dimension of colour:

most managerial positions are held by males ... but the profession is dominated by white females in professional library posts and the few that are management are predominantly white female. [Female, South Africa, university]

However, Nigerian respondents felt things were changing with women now beginning to occupy executive positions and contribute effectively to the rapid development of librarianship in their country.

Western European female respondents generally agreed that there were a large number of women in libraries but a low number in positions of responsibility. One Western European felt that a glass ceiling should not exist in Scandinavia, but it did:

Coming from a liberated Scandinavian country all should be well but we also have a glass ceiling (just below directors of the largest research libraries). [Female, Denmark, national]

Male respondents from Western Europe felt there was equity but expressed dissatisfaction with their professional status:

We are really in the bottom of the academics, although many of us have 4 or 5 years of studies, which is comparable to medical doctors and other highly paid professionals. [Male, Sweden, public]

Librarianship appears to be taken up overwhelmingly by women and the profession itself has a low status among equivalent professions. [Male, UK, national]

Examples of Women Holding Key Positions

A note of hope was sounded in Australia with women occupying many senior posts such as Director General of the National Library of Australia; each of the six state libraries was headed by a woman; and of the university libraries approximately 60 percent were

Post	Frequency	%
Director	63	37.3
Deputy Director	11	6.5
Head of Dept.	52	30.8
Senior Staff	31	18.3
Job title not indicated	12	7.1
Total	169	100.0

Table 2. Post held by Respondent (male and female).

Annual salary (USD)	Frequency	%
Less than 20,000	40	23.7
20,000–29,000	18	10.7
30,000–39,000	25	14.8
40,000–49,000	21	12.4
50,000–99,000	52	30.8
More than 100,000	8	4.7
Salary not divulged	5	3.0
Total	169	100.0

Table 3. Annual Salary of Respondents.

headed by women. From Western Europe, a respondent reported on the recent appointment of the first female university library director.

Several African nations reported on women in top positions, e.g. the University of Botswana had a female director and two female deputy directors. The Botswana National Library Service had a female director and deputy. In Zimbabwe out of the seven universities with substantive librarians in the country, six of them were headed by women.

Are Men on a Faster Track?

Several respondents felt a sense that men were on a faster track, possibly because they feel themselves to be ready for the next position sooner than women do, and that women's rise through the ranks was less meteoric than that of their male colleagues:

I am still astonished at recent male library school grads going directly into a director's position. It still happens. [Female, USA, college]

Others saw librarianship as a labour of love for women:

Most are very passionate about what they do and many see the

career as an important and meaningful part of their lives. [Female, Singapore, national]

[Women] are generally doing a job they love and therefore (not necessarily out of choice) may accept lower salaries than their male counterparts. [Female, USA, college]

Progress and Equal Rights

North American respondents had varying views on how far progress had been made. Many felt there was still some work to be done in terms of pay equity which was being addressed via government legislation in some jurisdictions. The complexity and importance of traditional female work was starting to be recognized, at least by the more progressive elements in society. It was felt that, at last, the proportion of women at the highest level of administration was starting to resemble the proportion of women in the profession as a whole. Women were now fully competitive for directorial and management positions in libraries and received equal consideration with men in job search evaluations.

However, for others, the ideal status had not yet been achieved and there was doubt about the practical applicability of equity laws:

It can be hard to determine in practice whether men and women are being considered equally for administrative positions, because there are so many intangibles that must be considered. [Female, USA, public]

Generally there was scepticism about the adequate implementation of equity laws, seeing their application, in many cases, as subjective, arbitrary and inconsistent.

One North American respondent, alarmingly, felt that, although progress was made within the last decade, there appeared to be a regression with many young women

Personally I think its time to revive the women's movement on a grander scale, as a lot of girls and young women are thinking they have to primp and preen to be worthy. Having been part of the first women's class at a formerly all male college, I found myself constantly having to define my equity via the book, not the 'bod[y]' [Female, USA, special]

Another alarming response came from one African librarian who believed women in top positions did not ensure equity for other women:

Women do not enjoy the same opportunities as their male counterparts, albeit the fact that the government has a policy to promote them. Their suppression lies at the work level ... or worse than this, where other women are in position of authority, they are even more suppressive to other [women] than males... [Male, Zimbabwe, University]

Salary Issues

Of those respondents who indicated their job title, the greatest number (63) were directors. The second largest group (52) were heads of a department or service. This is to be expected given the status of the IFLA conference and the resources available to those in more senior positions.

Given the job titles of many of the respondents, the salary scales were quite surprising. The modal salary band was USD 50,000–99,999.

One New Zealand respondent pointed out with respect to the salary ranges used in the questionnaire that the band in which she fell (USD 30,000–39,000) was not representative of salary relative to standard of living. A Canadian respondent who fell into the same band (USD 30,000–39,000), pointed out that she earned CAD 50,000 which in buying power or standard of living was worth USD 50,000+, but for currency exchange was two thirds only. An Australian respondent earned AUD 105,000 but pointed out this was part of a package which came with a car, free petrol, mobile phone, part home phone bill paid, business class travel, etc. Also, the salary band USD 50,000–99,999 was probably too broad. Some respondents indicated that their salaries were at the bottom end of this rather than at the top.

Salary breakdown in relation to continent showed that many people in senior posts in Western Europe, Africa and the Far East were in the lowest salary band, i.e. earning less than USD 20,000 per annum.

Respondents, both male and female, felt that women often earned less than men in comparable positions, with support staff in librarianship often earning barely existence wages even after 20–40 years' service.

Recent research on salaries in the USA and UK has indicated that differences between male and female salaries still exist. The US Bureau of Labor Statistics *Highlights of Women's Earnings in 2000* states that:

In 2000 median weekly earnings for female full-time wage and salary workers were USD 491 or 76 percent of the USD 646 median for their male counterparts. In 1979, when comparable earnings data were first avail-

'Continent'	USD	USD	USD	USD	USD	USD
	20,000	20,999–29,999	30,999–39,999	40,999–49,999	50,999–99,999	100,000
North America	-	3	6	11	32	6
Latin America & W. Indies	3	-	1	1	1	1
Australasia	-	-	2	-	2	-
Western Europe	2	8	13	6	11	-
Eastern Europe	9	1	-	-	-	-
Middle East	1	-	3	-	1	-
Africa	16	3	-	1	2	-
Far East	8	3	-	2	3	1
India/Sri Lanka	1	-	-	-	-	-
Total	40	18	25	21	52	8

Table 4. Salary Breakdown by 'Continent'.

'Continent'	USD	USD	USD	USD	USD	USD
	20,000	20,999–29,999	30,999–39,999	40,999–49,999	50,999–99,999	100,000
North America	-	3	6	10	27	5
Latin America & W. Indies	3	-	1	1	-	1
Australasia	-	-	2	-	2	-
Western Europe	1	8	11	5	7	-
Eastern Europe	8	-	-	-	-	-
Middle East	1	-	3	-	1	-
Africa	12	3	-	1	-	-
Far East	7	3	-	2	3	1
India/Sri Lanka	1	-	-	-	-	-
Total	33	17	23	19	40	7

Table 5. Women's Salary Breakdown by Continent.

'Continent'	USD	USD	USD	USD	USD	USD
	20,000	20,999–29,999	30,999–39,999	40,999–49,999	50,999–99,999	100,000
North America	-	-	-	1	5	1
Latin America & W. Indies	-	-	-	-	1	-
Australasia	-	-	-	-	-	-
Western Europe	1	-	2	1	4	-
Eastern Europe	1	1	-	-	-	-
Middle East	-	-	-	-	-	-
Africa	4	-	-	-	2	-
Far East	1	-	-	-	-	-
India/Sri Lanka	-	-	-	-	-	-
Total	7	1	2	2	12	1

Table 6. Men's Salary Breakdown by Continent.

able, women earned about 63 percent as much as men did ...¹

The *Financial Times*, in September 2001², reported on an Institute of Management survey which showed that, while more than four out of ten women managers in Britain earned more than their partners and a third were equal bread-

winners, a third of 1,500 women managers questioned said pay discrimination persisted in their organization, and nearly half thought women still encountered discrimination over promotions. The report showed women accounted for 24 percent of managers. Ten years ago only 9 percent of managers were women.

Sector	Frequency	%
University	62	36.7
Special/Research	32	18.9
Public	21	12.4
National/International	29	17.2
Government/parliamentary	13	7.7
School/college/education	11	6.5
Sector not indicated	1	0.6
Total	169	100.0

Table 7. Sectors From Which Respondents Came.

Pay inequality appeared to be a much greater obstacle in the private than the public sector, with half the respondents in the former sector reporting pay discrimination compared with fewer than a third in the public. It would be interesting to see if this is mirrored in the public and private library sectors.

Qualifications, Training and Development Issues

Is women's progression hindered by lack of qualifications? One American librarian pointed out that directorial positions demanded a PhD when most librarians held Master's level only. However, such a restriction could equally hinder men. On the other hand, in some instances, a library qualification may not be what advances your career. One American respondent reported that many of the top administrators (male) were not actually qualified librarians.

Another respondent, on this occasion from Western Europe, felt that many women professionals were working below their educational level. Those women who have chosen to take a career break for child rearing may need access to top-up training on returning to the profession. Other respondents identified a great need for continuing education, especially in technology topics: people needed hands-on experience, a support group and childcare for in-service training that took place outside the working day.

The lack of training for new technologies led, some felt, to the devaluation of older women workers over younger and over older male

workers with skills learned outside the library that relate to information technologies. The lack of input of women library workers in developing information technologies was seen as contributory to de-skilling for library workers.

Alternatively distance education was seen as having potential to help paraprofessionals improve their prospects. More formal training was desirous for non-professionals to encourage them to move into the professional arena and, in this case, staff development in management skills was desirable. Time and funding were issues which needed resolution if this was to be made possible.

Particular Sectors

Respondents came from a variety of sectors, the majority being from universities and the fewest from school and college libraries. This is to be expected, given the resources available to be able to afford staff an opportunity to attend a conference.

Does it make a difference which sector you choose to work in? There were particular sectors highlighted by respondents from specific countries

Public libraries in North America

One Canadian librarian observed that generally, in the public library sector, many women librarians in large institutions were in middle management or lower positions, unable to break through the glass ceiling. Those who did achieve management positions were in the more traditional library manage-

ment areas, e.g. reference or cataloguing or acquisitions but not in the technical or digital or preservation services.

American public librarians reported that public and youth service colleagues were underpaid and undervalued.

School libraries in Western Europe

Among the lowest paid librarians in the Netherlands, Norway and the UK were school librarians, according to respondents. They tended to earn substantially less than teachers and rarely got paid holidays. In some instances it was reported that they were treated more like secretaries than professionals.

The IT sector in Australia

While generally it was felt that the promotional and career opportunities for women in Australian libraries were good, the IT sector within libraries remained male dominated on the applications side. However, the web services side seemed to attract more women.

Special libraries – a paean of praise

One respondent from a library for the blind commented on the fact that such libraries had many women in senior positions, especially in Europe and, to some extent, North America. This respondent found that:

when one looks to libraries for the blind that are open and have established co-operative working networks with other libraries, they are almost all run by women. Where one finds the defensiveness and fence building, they are almost all run by men. [Male, Netherlands, special]

While admitting this to be a generalization, he felt that it was also almost a truism, backed up from personal observation that indicated that:

working conditions, co-operation and level of professional and personal respect within the libraries tends to be very much better in libraries run by women. [Ibid.]

Suggestions for Further Research

A recent study by Linehan and Walsh³ aimed to develop an understanding of the senior female international career move in a European context in order to more fully appreciate covert and overt barriers limiting women's international career opportunities. As the authors point out, across the European Union less than 5 percent of senior managers are female. In the rest of Europe the figure is 2 percent.

Although this study examines the international management stage, there are some points of relevance to this project. Linehan and Walsh identify the barriers faced by wom-

en seeking senior international appointments as:

- glass ceiling
- trailing spouse
- career vs. long term relationship and children
- lack of mentors
- tokenism
- exclusion from networks.

Barriers existed in all countries in which their survey participants worked – USA, South America, Australasia, Africa, China, Singapore and Japan. In particular the German respondents averred it was unusual for a woman to have the primary career.

The RTWI snapshot project did not attempt to look at more personal factors such as partners and dependants on this occasion but perhaps further work should be done on these. As a result of additional barriers faced by women, Linehan and Walsh believe women need more psychosocial support than

men, e.g. mentors, role models and networks. This is an area in which the Round Table on Women's Issues might have more input. It is a ready-made group of female professionals with a keen interest in improving the status of women in the profession and would seem to be the ideal forum to provide mentorship and networking opportunities.

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DANIDA and the World Stage

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Introduction

As time has progressed the very divergent world recorded in history has coalesced into an international global community. Historically, international communicative expansions have been triggered by events that have affected the entire world stage. These events can be illuminatively positive, such as the advancement of the Internet to allow world communication at the touch of the button. They can be devastating, such as September 11 in America. Through the initial haze and smoke of such a horrendous act, the focus on the international has emerged strong. Though the international intent may initially seem unfamiliar, the focus, once established, will not vary. The world has opened its eyes to a new era, one in which no country is an island and all countries must work together for freedom. In this new world, further international growth, development, and cooperation will flourish unlike they have ever before.

IFLA and World Libraries

The International Federation of Library Associations and Institutions (IFLA) was founded in 1927 with the initial goal of bonding libraries together on the world stage. The world after World War I was a place desirous of cohesion. IFLA sought to add this cohesion to libraries on an international scale. In the early years of IFLA, goals included developing the internal machinery of the organization and instilling the germination of the organization in its member countries. These goals flourished and IFLA grew. Additional goals and involvements on the world front were added as IFLA's sphere of influence continued to enlarge. In the dawn of the 21st century IFLA has emerged as the largest international library organization in the history of the world.

One area that IFLA did not address immediately was that of libraries in developing countries. IFLA, understandably, was first concerned with the basics of starting and developing the organization itself. Developing countries are defined as third world countries typically by their locations in Africa, Asia, and Latin America, that have limited technological advancement, are replete with poverty, suffer from a high illiteracy rate, and often are ruled by unstable governments. Synchronously, the libraries reflect the country they inhabit. These libraries, if, in fact, existent at all, are generally dangerously under-funded, under-staffed, and under-resourced.

In 1969 Herman Liebaers became president of IFLA and inaugurated IFLA's forward-reaching third world library movement. During the first forty-two years of IFLA's existence, many great accomplishments may be claimed, but none greatly impacted third world libraries until after 1970. During Liebaers' presidency (1969–1974), many actions were taken to strengthen the communication between IFLA and third world libraries, and many opportunities of funding were created for third world librarians to attend IFLA conferences and events. At the 1971 IFLA Conference in Liverpool, England, the first Pre-Session Seminar was held for third world librarians to first truly look at the libraries of these developing countries. Out of this came the Working Group for Developing Countries, with Joseph S. Soosai, Malaysia, as the first chairman. Soon after a number of resources were recruited to assist third world libraries, including funding from UNESCO, the Canadian International Development Association (CIDA) and the Martinus Nijhoff Study Grant. The Regional Development Fund of IFLA was also established to help fund third world librarians' attendance at IFLA conferences.¹ Each of these accomplishments focused on that which the third world libraries did not have on their own: funding to participate in IFLA programming.

Even greater focus was lauded on these libraries with the establishment of Advancement of Librarianship in the Third World (ALP) as an IFLA Core Programme in 1984:

The mission of ALP is to further the library profession, library institutions and library and information services in the developing countries of Africa, Asia and Oceania and Latin America and the Caribbean. Within the special ALP areas the medium and long-term projects' goals are to assist in continuing education and training; to support the development of library associations; to promote the establishment and development of library and information services to the general public, including the promotion of literacy; and to introduce new technology into library services. ALP also has a function as catalyst within IFLA for the organization's activities in Third World countries.²

Since its inception, ALP has helped thousands of third world libraries and librarians broach the past and current millennium.

DANIDA

The Danish International Development Agency (DANIDA) of the Royal Ministry of Foreign Affairs originated in 1963 and is a generous state-run international development agency that has aided IFLA with third world library assistance since 1997. In 1999, DANIDA expended the equivalent of USD 1.7 billion on official development assistance, or 1.01 per cent of the Danish gross national product. Close to 60 percent of this sum was transferred bilaterally to the poorest countries in the world.³ In recent years, DANIDA has helped in the fight against HIV/AIDS in Africa, sent humanitarian aid to refugees in Kosovo, and assisted in the fight against poverty worldwide.

Beyond so-called 'life or death' aid, DANIDA also sponsors programs

that are informational or cultural in nature. In 1999, DANIDA supported 223 information projects applied for by large and small associations to assist developing countries. The organizations that applied included various institutions, schools, clubs, companies, and libraries. DANIDA allocated a total of USD 5.9 million to their information activities in 1999.⁴ Since 1997, IFLA has been one of the library organizations reaping the benefits of DANIDA's supreme charity.

In 1996, at the IFLA Conference in Beijing, China, it was announced that DANIDA had made a considerable grant to support the participation of underdeveloped countries in the following year's IFLA conference in Copenhagen, Denmark. The grant covered registration, travel, accommodations, and a daily allowance. This was the first interaction DANIDA and IFLA would forge, but certainly not the last. It would seem logical that DANIDA would fund third world librarians to attend a conference in its own country. This in and of itself is generous but not exceptional, as many countries hosting IFLA have sponsored various librarians to attend their country's IFLA conference throughout the years. What was exceptional was DANIDA's determination to continue to sponsor third world librarians to attend IFLA.

DANIDA's Commitment to IFLA

At the 1997 Copenhagen IFLA Conference, over 500 valid applications were received and 141 librarians from 86 countries were awarded grants to attend. Grantees from 83 of the 86 invited countries attended. The countries that received DANIDA grants and sent representatives included 34 African countries, 23 Asian and Oceanian countries, 20 Latin American and Caribbean countries, and 6 Eastern European countries.⁵ At the 1998 IFLA Conference in Amsterdam, The Netherlands, DANIDA did

not fund any conference participation.

In October 1998 DANIDA allocated monies for IFLA to set up a travel fund for three more years, which would include the 1999 Conference in Bangkok, Thailand, the 2000 Conference in Jerusalem, Israel, and the 2001 Conference in Boston, United States of America. DANIDA generously donated DKK 900,000 (USD 106,817) per year for this fund. The core intent of this donation was to support librarians from developing countries to attend the upcoming IFLA conferences. The sponsorship covered registration, travel, accommodation, and a daily allowance.⁶ The grantee was responsible for the costs of personal arrangements, for health and travel insurance, and for expenses en route.⁷ IFLA, to handle this donation, established a Grant Selection Committee organized under the ALP Secretariat in Uppsala, Sweden. A criterion was quickly established for the upcoming conference.

At the 1999 Bangkok Conference, 305 valid applications were received and 39 librarians from 35 countries were awarded DANIDA grants to attend. The grantees included 11 African, 21 Asian and Oceanian, and 7 Latin and Caribbean librarians. At the 2000 Jerusalem Conference, 263 valid applications were received, with 27 librarians from 27 countries funded. The countries represented included 11 African countries, 9 Asian and Oceanian countries, and seven Latin American and Caribbean countries.

The DANIDA awards were praised by all of IFLA for allowing greater participation of third-world librarians in the IFLA Conferences:

We have already seen the tremendous benefits realized from the DANIDA grants. They can be used further, however, to strengthen professionalism worldwide by having participants provide written reports about IFLA to a wide number of professional groups. Through these grants,

we should continue to encourage the younger members of our profession to participate actively on IFLA committees.⁸

At the latest IFLA Conference in Boston 2001, a record 5,573 attendees from 150 countries gathered. DANIDA supported 30 grantees from 30 countries to participate. The grantees included representatives from 15 African countries and 15 Asian and Oceanian countries. Because of various visa problems, only 25 of the invited 30 grantees were in attendance at the Boston 2001 conference, giving a final tally of 25 representatives of 12 African countries and 13 Asian and Oceanian countries supported by DANIDA grants. DANIDA's commitment to assistance was nowhere better appreciated than in the largest IFLA conference ever held, where 136 of the 143 IFLA member nations were represented.⁹

Benefits of the DANIDA Grants

The obvious benefit of the DANIDA grant to the grantee is evident: the essentially free opportunity to participate in a worldwide conference and then be able to take that information back to their home country to share and develop. The benefit of the DANIDA grantees to IFLA itself is that the DANIDA awards allow a greater number of participating countries to attend the annual conferences, allowing international participants to commingle. The countries receiving DANIDA grants for Boston 2001 were: Algeria, Benin, Botswana, the People's Republic of China, India, Indonesia, Kenya, Laos, Lebanon, Madagascar, Malaysia, Mali, Mongolia, Morocco, Nigeria, Palau, Papua New Guinea, Philippines, Rwanda, Samoa, South Africa, Tanzania, Thailand, Vietnam, and Uganda. The countries that received DANIDA grants but did not have representation at the IFLA Conference were: Bangladesh, Ethiopia, Gambia, Nepal, and Senegal. According to the Participants List of IFLA 2001 Conference At-

tendees, out of the 25 countries receiving DANIDA grants, 7 were represented at IFLA only because of the DANIDA grants.¹⁰ The countries with one-person representation at IFLA 2001 were: Benin, Laos, Mali, Palau, Papua New Guinea, Rwanda and Samoa.

The 2001 DANIDA grants also assisted individuals at the conference from countries with more than one representative, including Malaysia, India, and South Africa. Granted the addition of seven countries (10.5 percent of the total of 150 countries) does not hugely alter the total number of countries participating in the 2001 IFLA Conference, but as it is important for librarians to interact with their counterparts, it is fulfilling and informative to interact with the librarians from countries that are so small that they had only one representative at the conference. DANIDA deserves praise for drawing even more world representatives to the IFLA 2001 conference.

The Future of DANIDA and IFLA

As of Fall 2001, DANIDA has again agreed to support the travel fund for developing world librarians to the IFLA Conferences. DANIDA has agreed to provide USD 120,000 each year for the next three years (2002-2004) to help IFLA in its goal of complete internationalism. The latest gift will secure a place for librarians of developing countries at the 2002 Conference in Glasgow, Scotland, the 2003 Conference in Berlin, Germany, and the 2004 Conference in Buenos Aires, Argentina. The upcoming DANIDA donations include some changes for the better. One part of the grant is intended for candidates who have not received any DANIDA grants before and the other part for candidates having already received a grant and shown an interest and capability to be involved in IFLA activities by presenting a paper and/or becoming a member of a section. Three or four candidates

will also have the possibility to get a 3–4 weeks' in-service training at a suitable institution/library or attending a course in connection with the conference.¹¹ Application forms for the current DANIDA grants can be requested from the ALP office as well as accessed on the IFLA website.¹²

This latest gift by DANIDA will help libraries and librarians in developing countries by allowing them to attend the worldwide conference. This gift will help the librarians of the non-third world countries by providing them the opportunity to participate in a truly international conference. The Danish Royal Ministry of Foreign Affairs and Denmark itself should be applauded for the noble altruistic work they do to make the world stage a better, more understanding

and peaceful place. And at a time like this in history, the world is appreciative.

Notes

- 1 See generally, F.L. Carroll, "IFLA and Regional Participation: An Interview with Joseph S. Soosai," *Information Development* 5 (July 1989), pp. 162–168.
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What will be the Usefulness of National Bibliographies in the Future?

Marcelle Beaudiquez

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Universal Bibliographic Control Today

During the past thirty years, the library community has carried out, step by step, the principles of Universal Bibliographic Control and



Universal Access to Publications set out by IFLA. Today, the creation, production, and distribution of Current National Bibliographies (CNBs) are integrated into the mission statements of national libraries as assigned to them by legal deposit legislation. Legal deposit laws, however, usually give no details about the means and technologies needed to achieve CNBs. On the other hand, CNBs are no longer the only way to record the national publishing output. Today, non-official bibliographic providers are abundant – for example, booksellers' or publishers' databases and web services, and large bibliographic utilities (in which CNBs are often integrated). Moreover, even though great progress has been made in the timeliness and currency of their cataloguing, CNBs experience considerable difficulty in competing with the commercial sector that produces and distributes cataloguing data more quickly. Their services are often based on Cataloguing-In-Publication (CIP) records, and not all na-

tional libraries are in a position to offer the same kind of electronic CIP service provided by the Library of Congress!

The Major Functions of National Bibliographies

Since the beginning of the 1970s, the major responsibilities of CNBs are set out in legal deposit laws:

- they give information on current publishing
- they are memory of national publishing
- but, they also create a saleable product that is often destined more for a foreign market than a domestic one.

In other words:

- a CNB gives timely information about national publishing
- a CNB serves as a reference for acquisitions
- a CNB's records are re-used in local catalogues in libraries all across the country
- a CNB's records are re-used in international bibliographic pools to make the nation's publishing better known.

Thirty years later, we can say that the overall traditional principles concerning the usefulness of CNBs are still valid. However, the context has completely changed within the past ten years.

What Has Changed in the World of National Bibliographies?

First of all, library automation infrastructure and availability of the online national bibliographic records have changed. This means that national bibliographic records are often available today, as a part of the whole online catalogue(s) of the national library.

In this context, the gap between what is legally deposited and what is listed in the CNB, especially for traditional documents, is more and more evident. Some countries very clearly distinguish coverage of legal deposit and coverage of the national bibliography. Thus, one might assume that anything currently in the collections which might become the subject of a study in 10 to 20 years (for example, marginal and ephemeral materials) would not need further processing by a national bibliography, because one could identify the document on demand in the national library's catalogue.

Twenty years ago, the mass of documents deposited or subject to deposit was still mainly made up largely of hard-copy documents. However, today a major amount of the information constituting part of the famous 'memory' for which national libraries serve as the guarantor is now passed through electronic networks.

Today, it is established that:

- new materials are being submitted for legal deposit, including off-line electronic and multimedia materials, films, radio, and TV programmes (without mentioning the online electronic publications available on the Internet)
- these new materials are being registered in new bibliographies, either as supplements to the previous ones, or as separate bibliographies.

Concerning the CNB as a saleable product, we can say that:

- For 'traditional' printed materials, the CNB continues to be published both in paper and CD-ROM versions. Recent surveys show that paper remains the preferred and most common format for the CNB and that the CD-ROM version remains one of the best tools for loading data in a local catalogue and for retrospective conversion.
- For off-line electronic publications, the CNB registers them in

the same way (i.e., via paper and CD-ROM versions).

The main change of publication pattern is that a new medium has appeared for these bibliographies in the form of an online version available on the website of the national library. Therefore, the question is not about online access to CNB, but about the online access via the web. National libraries normally implement the web version of the CNB in one of two ways:

- either through online dissemination, which means that the catalogue is still produced in MARC format with the records also being converted into one of the web formats and then loaded onto the Internet
- or via online production, which entails changes in cataloguing formats and creation of the records directly in a web format (e. g. XML).

Current National Bibliography on the Web

In any case, having a current national bibliography on the web:

- avoids the costs of printing and postage for the paper version
- enables maintaining a current frequency which shortens the time between the publication of an item and the availability of its bibliographic record
- allows archiving the retrospective national bibliography on CD-ROM
- allows more effective searching because retrieval is more flexible,
- enables free access to national bibliography records – a very important step forward for dissemination of information; and
- increases effectiveness of Universal Bibliographic Control, because records are downloaded in web or MARC format after automatic conversion instead of the less effective approach of record exchange involving uploading to databases all around the world.

The conclusion of this first part is:

In the case of traditional documents, having a CNB on the web is only a new physical format. The descriptions of documents listed and access to these descriptions via indexes are not modified in their principal applications. Such a CNB retains the same uses and usefulness as those produced before web versions became a possibility.

National Bibliography or Web Services?

What is the real revolution?

Not the web as a new format for the CNB, but the web as a new means for the publication of documents (including online electronic resources as well as web services) which are supposed to be listed in a CNB because they are now integrated in new legal deposit legislation. It is for these 'virtual' resources that we must ask ourselves: should we find new models for national bibliographies, or should we follow traditional ways?

What is the situation now for national libraries?

- there are known technical solutions for automatically collecting these new items (e.g. periodic snapshots with a robot, loading of FTP files)
- additionally, there are known technical solutions to enable archiving these new items and to facilitate access to the information they contain (NEDLIB project).

Before deciding on the usefulness of this future CNB, its feasibility must be considered. The feasibility of a CNB for these new electronic documents depends on at least two parameters:

1. the number of items involved:
 - with automatic harvesting, no cataloguing is possible once the volume of records to be created exceeds the human resources available to produce them – un-

less automation of cataloguing becomes a reality

- with traditional human selection in a document-oriented fashion, bibliographic descriptions are possible either in a classical way or more easily as web 'book-marks'
2. the nature of the items (and this is the really new point):
- the documents themselves are directly available for consultation on the web; they can be identified independently from any descriptive records, thus, for these new items it could be said that identification through records in national bibliographies is no longer essential.

Therefore, improving the catalogue's ability to support effective search and retrieval becomes essential while changes in cataloguing practices related to online documents also become necessary:

- the ISBDs are no longer appropriate, because access points are not included as parts of these standards
- metadata records are the new solution, because they are embedded in the documents to which they relate in order to facilitate retrieval.

These changes also portend new kinds of work for librarians:

- the librarian's activities will be helped by maximum automation for extracting descriptive elements and by maximum re-use of descriptive elements that are created by authors and publishers
- librarians will be able to concentrate their work on creation and control of links to authority files, on indexing, and on bibliographic coordination.

Obviously, international cooperation continues to be a necessary and urgent matter in order to improve coverage and consistency, but the question of national bibliography is still unresolved.

Whatever may comprise the new information resources required to be submitted to legal deposit:

- *Either:* the legal deposit law clearly expresses the need for a CNB, and no one would question the usefulness of making a CNB.
- *Or:* The new legal deposit laws remain silent on that point, in which case national libraries will need to make their own choice. In that case, and in view of the alternative of search engines, a 'traditional' CNB is perhaps not the best way to provide current information about web resources, although some sort of listing is likely to be necessary to enable legal deposit management.

At the same time, current retrospective national bibliographies remain necessary for a view of websites and services collected according to the deposit law and to preserve the look of the national web world at a given moment – especially in cases where the original websites no longer exist.

It is up to the community of national libraries to invent new practices.

What Are the Next Steps?

After having defined technical solutions to capture and to archive web resources, national libraries will need to investigate technical matters related to access to these

resources. These matters include the coherence of search results, the use of metadata and their extraction from online documents, and the problem of short-lived URL addresses – without forgetting authors' rights.

Before concluding, may I say that such questions about the usefulness of national bibliography, current and retrospective, are pertinent only for countries that have already entered the Internet century (called in French 'le siècle du tout électronique'), in which we are able to see at the same moment the bibliographic description of a document and the document itself. Moreover, we have to keep in mind that for a certain number of countries, questions about web resources are not yet relevant when their prior concern is to produce the CNB of their national imprint on a regular basis.

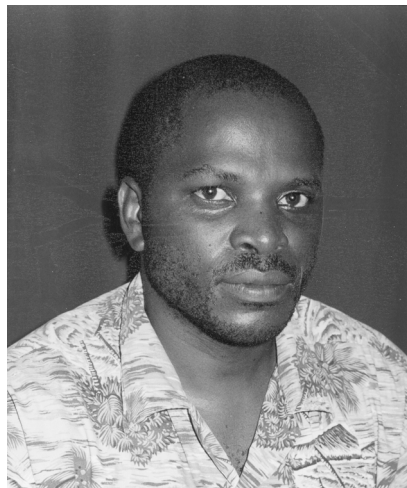
Nevertheless, worldwide communication is progressing every day, so today or tomorrow the very concept of national bibliography will have to be revisited:

- we need creation of working groups at an international level not only to reach a large consensus on principles but as well to produce technical guidelines
- these guidelines should revisit the 1998 'ICNBS Recommendations on bibliographical agencies and national bibliographies' and give new solutions in order to serve more precisely the needs of end-users interested in the full area of information provided by web services – beyond national borders, today and forever.

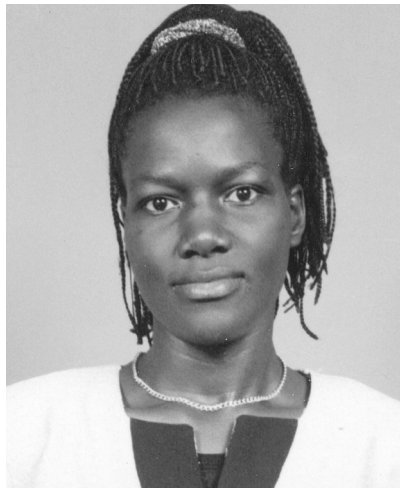
This is certainly the new challenge for the IFLA Sections on Bibliography and of National Libraries

Information Manpower Capacity Building for Decentralization in Uganda through Industrial Training

**Elisam Magara and
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Introduction

Information is a key resource for development. Information can be kept in registries, records centres, archives, libraries, resource centres, research centres, documentation centres and in public offices. Information is contained in different types of media including paper (records, documents, text), audio-visual, computer based, etc. A lot of information is being generated every other day in public offices in Uganda and it is likely to increase with continued empowerment of the population. There is a need for manpower to organize and process information for timely and optimum utilization. The Constitution of the Republic of Uganda¹ provides a National Objective of National Sovereignty, Independence and Territorial Integrity which states that

The State shall endeavour to mobilise, organise, empower the Ugandan.

This objective is enhanced by the Local Government Act² to give full effect to the decentralization of functions, powers and services at all levels of local government. The Government White Paper on Education Policy Review Commission³ identifies the goals of tertiary institutions, among others, as generating advanced knowledge and innovations through research and ability to adapt to local and Ugandan needs. Makerere University⁴ in its development strategy identifies the need for developing its capacity and performance in order to meet changing demands and increasing challenges and competition. In responding to this challenge, the East African School of Library and Information Science (EASLIS) focuses on producing high quality library and information professionals capable of responding to present

and future needs. Kajubi⁵ observes that the curriculum and teaching methods fail to address the needs of the community, as they merely measure how much theoretical knowledge a student has acquired. He suggested the acquisition of skills to apply that knowledge to real-life situations. The study on the decentralization of local government⁶ also identified the social factors such as 'There is poor attitude towards work and government property'. In his research on human resource management and development in the context of decentralization, Lubanga⁷ says:

A trend has been observed that applicants for vacancies in local government tend to apply for jobs in their home region. It is also becoming evident that candidates from southern Uganda have shown less enthusiasm for jobs in north and north-east.

Lubanga further observes that this trend has been given momentum by tribal, colour, insurgency, low salaries and high transport costs. If this trend continues, he explains, there will be a self-sustaining tendency for broad ethnic cleavages to dominate local public services in each region. This erodes the national character of the civil service. He suggested producing incentives and non-monetary recognition of individuals who work outside their home regions with diligence and devotion.

The *Decentralization and Human Resource Assessment From Perspective of the District* conducted by the Makerere University Institute of Social Research⁸ observes that the advent of decentralization created new working relationships and new demands for communication skills, attitudes and approaches to work. As one District Councillor said:

Most civil servants do not execute duties to our expectations, some are half-backed, lazy and corrupt. Yet they are not easy to dismiss, since they claim to be professional.

Mugasha⁹ suggests a need to find ways to incorporate actual work experience of staff and students in the curriculum. Katorobo¹⁰ recommends that for decentralization to succeed, it is imperative for individual and institutional capacity building to be intensified at different district levels. This calls for local authorities and training institutions like EASLIS to become involved in the social and professional development of the individual student through industrial training, so as to enable a sustainable decentralization programme in Uganda. Industrial training involves attaching students to the working environment for a given period of time in order to acquire practical skills and to familiarize themselves with working conditions.

Statement of the Problem

EASLIS produces library and information professionals including librarians, records workers, documentalists, database managers, publishers, etc. EASLIS programmes do not provide internship or industrial training for students, due to inadequate funds for the management and implementation of the programme. The attempts that have been made have been through interested organizations making special arrangement with interested students. The Uganda Library Association, a professional body, has tried to assist EASLIS in the management of the internship programme but has been limited by lack of finances. Most of the EASLIS graduates have concentrated on looking for jobs in and around Kampala. Those who have got jobs in the districts have, in most cases, been blamed for not responding to the needs of the local authorities. Decentralization has created work through the accumulation of records and documents that increases the need for well processed information. However, local government has not identified the need for employing qualified staff in the management of information for local government services like in school libraries, resource centres, records centres, public libraries,

community information systems, etc. Some of the needs which have been identified do not attract applicants whenever such jobs are advertised. There is a gap between the job needs of the library and information professionals and the local authorities' provisions. This has probably been due to lack of practical exposure of students to local working environments. This creates the need for introducing industrial training in the districts to enable the students to acquire necessary skills and knowledge for responding and adapting to local needs.

A Feasibility Study for Improving Industrial Training at EASLIS

A feasibility study was carried out with the aim of providing a framework for the successful implementation of an industrial training project by EASLIS.

The specific objectives of the study were:

- to identify the library and information service status in the districts
- to assess the level of acceptance of the project by the stakeholders
- to assess the social economic sustainability of the project
- to provide guidelines on the implementation of the project.

Methodology

This was an exploratory study attempting to identify possible areas of attachment to enable the project team gain a more accurate idea for the successful implementation of the project. A qualitative approach was used based on primary data. Physical visits were made to district administration departments, units and offices, and to sub counties. The primary data sources comprised interviews with key informants, observation, and consultative meetings.

Study Sites

The study was conducted in the districts of Lira, Tororo, Mubende,

and Bushenyi. These districts were chosen taking into account regional representation. Political and social-economic aspects were also taken into consideration in selecting the districts. Information was collected from district headquarters, sub-counties and town councils. Purposive sampling was used to select the sub-counties based on consultations with district administrations. The strengths and weaknesses of these sub-counties were taken into consideration. At least one secondary school in each district was also visited.

Data Collection Methods

Basically the study utilized three methods, namely key informant interviews, observation and consultative meetings.

Key informant interviews

Key Informant Interviews at the districts were conducted with local council officials, district administrators, heads of departments, and staff responsible for information management. In sub-counties, divisions and municipal or town councils, interviews were held with sub-county chiefs or town clerks, chairpersons and sub-accountants in the absence of or together with the sub-county chief. The purpose of these interviews was to gather demand opportunities for library and information service manpower development and industrial training. Interviews were also held with head teachers in secondary schools and other educational institutions.

Observation

Physical visits were made to registries, records centres, libraries, resource centres and storage areas for information materials. The purpose of the visits was to assess the nature of work for the trainees and the availability of facilities.

Consultative meetings

In collaboration with district administrators, a consultative meeting was held with the sub-county chiefs, executives, district admin-

Source	Key Informant Interviews	Consultative Meetings
Tororo	12	16
Lira	10	10
Mubende	10	9
Bushenyi	9	15
EASLIS Staff	-	7
EASLIS Students	-	12
Total	41	69

Table 1: Respondents by Data Source.

istrators, heads of departments and staff manning information institutions. The purpose of these meetings was to lay strategies on how best the project would be implemented. These meetings were chaired by an official from the district administration, and involved the presentation of a conceptual brief about the project. Expectations, problems envisaged and strategies were some of the issues discussed at these meetings. Consultative meetings were also held with EASLIS staff to find out their ability to handle the tasks ahead, and with prospective students to identify their expectations for the industrial training.

Data Analysis

Data were analysed qualitatively from the observations and comments made during the study. Weight was attached to statements made that addressed the study objectives. Conclusions and recommendations were drawn from the observations made by the local leaders, district staff and administrators, students and lecturers.

Limitations of the Study

During the study design, it had been anticipated that consultations would be held with the top officials in the districts but they often delegated this task to others at lower levels.

Results of the Feasibility Study

Introduction

The results were derived from qualitative data basically taken from primary data and to a lesser

extent secondary data. Physical visits were made to the study sites. The primary data sources comprised key informants, and consultative meetings supplemented by observations. The number of respondents by various data sources is presented in Table 1.

The composition of data sources as per the positions is presented in Table 2.

Library and Information Services in the Districts

The study intended to identify the status of library and information services (LIS) in the districts. The information institutions, staffing positions, problems and LIS plans for the districts were identified in the study.

LIS institutions in the districts

Each of the four districts had a central registry and all of them were using the same filing system approved by the Ministry of Local Government. All the central registries in the districts, apart from Tororo, have received equipment and supplies from the capacity building programme of the Ministry of Local Government. Except for Lira, which already had a resource centre, all the other districts had a plan for establishing one. Departments at the districts kept specialized records with no filing systems in place. Lira and Tororo had public libraries. All town councils visited had registries in places and were using filing systems similar to those used at the district headquarters.

In the sub-counties, it was found that records and files were kept either in cupboards or in individu-

Position of the Respondents	Key Informant Interviews	Consultative Meetings
District Administrator (CAO's office)	3	3
Personnel Officer	3	7
ACAO	-	4
Head of Department	3	7
LCV Executive	2	4
LCIII Executive	4	2
Town Clerk	4	-
Sub County Chief	7	16
Information Worker	10	4
Head of Educational Institution	4	-
Other (Secretaries, Sub Accountants, etc)	1	3
Total	41	50

Table 2: Composition of Respondents by Positions in Districts.

Notes: ACAO = Assistant Chief Administrative Officer
 CAO = Chief Administrative Officer
 LCV = Local Council 5: District level
 LCIII = Local Council 3: Sub-County level

als' offices. There was no library in any of the sub-counties visited, although almost all the officers interviewed recognized the need for a library and a registry. Bushenyi district had plans for establishing health information centres in every sub-county. Lira and Tororo had acquired computers for records management although they had not been put to use. Plans were under way to acquire the same in Bushenyi. Educational institutions had libraries in place and expressed needs for organizing students' records. Mubende District had a teachers' resource centre at the headquarters.

LIS personnel in the districts

The study addressed the capacity of the personnel managing information institutions in the districts. Low levels of LIS training were found in almost all the districts except for Bushenyi Central Registry, which was manned by a Bachelor of Library and Information Science (BLIS) graduate. The majority of the staff manning registries and libraries of educational Institutions had either O or A level education. They had, however, acquired basic inservice training. This was also the case for town councils. In sub-counties, records management is a responsibility of the sub-county chief, assisted by sub-accountants.

Some officers manage their own records in their offices.

Problems faced in managing information in the districts

The study indicated a general problem of failure to cope with management of the increasing volume of records. So many records are generated every day and correspondence was increasing, making it difficult to manage them. One sub-county chief said

Correspondence is increasing and sometimes you cannot keep track.

In Lira, one Records Assistant observed that

We don't know what and how to weed. There is too much accumulation.

It was also observed that officers personalize documents or files. During a consultative meeting in one of the districts one officer said

Officers at sub-counties personalise documents such that they go with them when they leave offices

while another one is quoted as saying

transferring an officer meant transferring him with documents.

There was a general lack of access to information when required. This is due to lack of a filing system at sub-counties, while at the districts, where such systems exist, records officers are not conversant enough with the systems, or they do not have adequate skills. In Tororo, one LCV executive lamented the fact that his father had failed to get his pension because his file could not traced.

Information flow was generally poor both in the districts and to the sub-counties. Some officers reported never receiving some important communication or receiving it when it was overdue.

Generally at sub-counties, there was no filing system in use and personalization of documents was common, coupled with a lack of storage equipment and supplies. In educational institutions, libraries existed but the staff manning them lacked the required skills in library management.

District LIS plans

Generally districts had no concrete plans for library and information services and manpower development as they depended highly on the Decentralization Secretariat. However Mubende was organizing a training programme for records assistants at sub-counties, while similar workshops for records assistants and sub-county chiefs were going on in Bushenyi District. In Lira, records assistants were undergoing training in computer operations.

All districts which had no district information resource centres indicated that they would plan for setting one up in the near future. Tororo district had a plan for setting up a library, and a room had already been allocated for this. Bushenyi was in the process of putting up a records centre at the district headquarters and were waiting for acquisition of the remaining equipment. They also had plans to computerize the records

system. Sub-county health information units were also to be established and records assistants had already been recruited. Sub-counties waited for plans from district headquarters while the district plans are hampered by financial constraints. Lira has a sub-county administration and management project to improve management and service delivery in the district.

Willingness for Industrial Training

The study intended to assess the level of acceptance of LIS trainees by the districts. All the respondents to the interviews and consultative meetings accepted the idea. The following are some of the comments made:

Yes, right now we have veterinary doctors who are already on internship. Yes, if approved by executive.

It's a bright idea. Idea appreciated. Step ahead towards managing information in Tororo District.

Lira District has been accepting Makerere University students during vacation. I agree with the idea. Good gesture; we will benefit from such a move.

Long overdue, as reported by DCAO Tororo. The project may benefit us, we are interested.

The system is very good: students used to stay on but very green in the field.

This will help the young generation to get where to read. When the local people see these students, they will appreciate. Attitudes of people will change.

When you bring people, we will acquire more people to improve the day to day work.

When students were requested to comment on their willingness to go for attachment, the majority of them showed willingness. The following are some of the comments they made:

I think it will help me identify the loophole I have; I will get familiar with the working environment.

I would like to get experience in working in rural environment.

I would like to socialise with people in rural areas sine I was born in urban areas.

I would wish to find out local needs of people upcountry.

Manpower Needs for Industrial Training

The district local authorities were requested to indicate some of the activities or tasks that they would need to be carried out by the trainees. The following are some of the activities mentioned: organizing information, filing records, research and collecting field data, setting up registry systems, indexing and cataloguing in libraries, management of students' records in schools, computerization of records systems, teaching users in records, initiating training programmes; planning for information institutions, public relations, reformation or translation, information dissemination, receiving, recording and dispatching mails, file routing, extension services, setting up and managing libraries at district, establishing information units where they don't exist, development of standard forms for information storage and improving information access. One ACAO commented that there is a need to get people to set up libraries in the sub-counties. An officer in Tororo is quoted as saying:

there is need of creating a library at every level of local authority.

One personnel officer observed that

We already have manpower limited at the sub-county. People are on contract and we are trying to keep them. We are waiting to have people to bail them out.

Students' wishes tallied with the manpower gaps expressed by local

councils. Students expressed interest in being attached to do, among others, activities like cataloguing, research, records management, librarianship, database management, reference work, advisory work and public relations. One student commented that

We don't go there to learn from them but they should also learn from us.

Sustainability of the Project

The study sought to assess the social-economic sustainability of the project. In order to achieve this, respondents in the districts were asked whether they would facilitate the interns. It was generally found out that districts could not provide accommodation to student interns. However the cost of accommodation ranged between UGX 30,000 and 50,000 per month. District officials expressed willingness to arrange accommodation early enough before the interns reported. Respondents in the districts promised to provide the working sites, equipment, furniture, immediate supervision and moral support to the interns. In Lira, they proposed the establishment of a project committee at each of the districts to ensure sustainability and supervision, comprising among others, representatives of the benefiting units, the district personnel officer and the secretary for finance and administration. Respondents in the districts could not commit themselves to the provision of logistical support (lunch, transport and subsistence allowance). However, they said that the matter would be dealt with if given ample time. Lira promised that, if they were given a copy of the feasibility report, the item would be considered in the district budget. Mubende pledged to include the item in their budget if notified early enough before the budget conference in January or February. However, heads of educational institutions promised to provide meals to the trainees. The daily cost of meals was between UGX 5000 and 7000 per day, while commuting costs averaged UGX 2000 per day.

Responses from students showed that accommodation and meals are the basic requirements for the successful implementation of the project. The students emphasized the need for proper induction of both parties, students and local authorities, to lay the grounds for the project and the need for well laid-out terms of reference for the work to be done.

To ensure that the project is sustainable and acceptable by all parties involved, the lecturers at EASLIS were consulted. Some of the issues raised included:

- getting students well equipped with the required skills
- identification of immediate supervisors and offering them the basic training required
- sensitization of local authorities; during a consultative meeting in Mubende, one officer said “we need to be trained so that we know what is expected of us”
- assurance that the necessary equipment and supplies would be in place for the interns.

These observations tally with the comment by Tororo district officials that

Students should come with necessary supplies as they report for industrial training.

When students were asked to indicate the kind of environment in which they would work, they wished the following amenities would be available: good water system, entertainment, good road network, communication network, no segregation, health services, electricity, Internet services, postal services and security guaranteed. Observations at the district and local authorities indicated that these amenities are available.

Conclusion

There are a lot of opportunities for industrial training, as reflected by the number of LIS institutions and the inadequacy of staff in these institutions. A willingness for indus-

trial training was expressed by all parties consulted, namely, students, EASLIS staff and local councils. The kind of work to occupy the trainees has been specified. The willingness of district officials to include project expenses in their budgets ensures the sustainability of the project. Socio-economic conditions proved to be conducive for the students to work in. Based on the above factors, the project on information service manpower capacity building for decentralization is feasible and worth undertaking.

Implementation of the Pilot Project

Based on the findings of the study presented above, the pilot project will be implemented by East African School of Library and Information Science.

The aim of the project will focus on building a sustainable Human Resource Capacity for Library and Information Services in the Decentralized System in Uganda.

Objectives of the Pilot Project:

- to provide induction for the stakeholders
- to allocate trainees to the identified places of industrial training
- to assess the performance of the trainees
- to identify information manpower needs in library and information services in the local authorities
- to develop sustainable library and information service manpower development plans for local councils.

Proposed Activities, Timeframe, Methodology and Indicators (Outputs) (see Table 3)

Scope of the Project

The project will be conducted in the four districts where the feasibility study was conducted, namely, Bushenyi, Mubende, Tororo, and Lira. Concentration will be at the district headquarters and one sub-county in each district. It is assumed that one sub-

county will act as a model for the other sub-counties in the districts. Emphasis will be laid on registry/records centres and the provision of library and information services. In each district, at least three students will be attached for industrial training.

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Information Manpower Capacity Building for Decentralization in Uganda

Activities	Tasks	Responsibility	Duration	Personnel Resources	Methodology	Location	Expected Output
1. Induction of stakeholders	Sensitization of local authorities Sensitization of immediate supervisors Preparing staff for supervision Sensitize students on the programme	Project leaders	1 month	EASLIS staff Local council authorities	Physical visit Mail Meetings Workshops Demonstrations	Local authority offices in districts EASLIS	Stakeholders ready for ongoing project Authority guaranteed by local councils
2. Allocation of trainees to the identified places of industrial training	Availing equipment and supplies Posting students to their stations Acknowledge the reporting of the candidates Deployment of the trainees	Project leader Local authority	2 months	EASLIS academic staff Project leader Local authority staff Students	Seminars Mailing and ICT facilities Instruction and guidance	EASLIS Local councils Duty station	Awareness of the students about the programme Students reporting to areas of attachment Industrial training takes off
3. Assessing the performance of the trainees	Supervise trainees Discussion with the trainees Meeting with authorities Writing reports for each trainee	Supervisors Project leader	1 month	EASLIS academic staff Supervisors Local council staff Students	Participatory and practical demonstrations Questions and answers Discussions Report writing	Duty station	Hands on experience gained Report produced
4. Identification of information manpower needs	Organize meetings Consultation with stakeholders Analysis of findings Report writing	Project leader	2 weeks	Supervisors Local authorities Student representatives	Participatory Interviews Focus Groups Questions and answers Statistical analysis	Selected venues in each region	Manpower gaps identified Report on LIS manpower needs
5. Developing LIS manpower development plans	Designing job description for LIS personnel Designing terms of services for LIS personnel Designing selection criteria for LIS staff Designing LIS action plans for local authorities	Project leaders	1 month	Academic staff Student leaders Professional bodies Representation of local government	Workshops Brainstorming	Selected venues	Terms and conditions of service for LIS professionals for local government identified Local authorities' action plans developed

Table 3: Proposed Activities, Timeframe, Methodology and Indicators (Outputs)