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LIBRARY/INFORMATION CENTER

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TABLE OF CONTENTS

	<u>Page</u>
I. SUMMARY AND RECOMMENDATIONS	1
II. PRESENT NATIONAL LIBRARY SITUATION.....	9
III. DESCRIPTION OF CHITEDZE LIBRARY AND BRANCHES.....	13
A. Holdings.....	13
B. Physical Environment.....	14
C. Acquisitions.....	15
D. Cataloging.....	17
E. Circulation.....	18
F. Reference Service.....	19
G. Personnel.....	19
H. Branch Libraries.....	19
I. MAL History.....	20
J. Maintenance	23
IV. NEEDS OF THE MAL.....	23
A. Holdings.....	23
B. Physical Environment.....	25
C. Acquisitions.....	26
D. Cataloging.....	30
E. Circulation.....	36
F. Reference Service.....	37
G. Personnel.....	38
H. Administration.....	39
I. Branch Libraries.....	40
J. Maintenance.....	41
V. PROJECT ANALYSIS.....	47
A. Holdings.....	42
B. Physical Environment.....	45
C. Acquisition.....	46
D. Cataloging.....	50
E. Circulation.....	53
F. Reference Services.....	54
G. Personnel.....	55
H. Administration.....	59
I. Maintenance.....	61
J. Branch Libraries.....	61
VI. FINANCIAL PLAN.....	62
A. USAID Contribution.....	62
1. Personnel.....	62
2. Training.....	62
3. Commodities.....	62
4. Library Furniture.....	62

TABLE OF CONTENTS con't

Page

B.	MOA/MG Contribution.....	63
1.	Personnel.....	63
2.	Library Operations.....	63
C.	Multinational Donors.....	64
D.	Summary Table of Library Costs.....	64
E.	Recurrent MOA/MG Costs by End of Phase I... ..	64
1.	Personnel.....	64
2.	Library Operations.....	65
3.	Library Materials.....	65
4.	Contingency Fund.....	65
VII.	IMPLEMENTATION PLAN.....	66
VIII.	EVALUATION PLAN.....	68

ANNEXES

ANNEX I

Guidelines for MAL Collection Development Policy

ANNEX II

Basic Interrelationships of a Library Building

ANNEX III

Order Routine

ANNEX IV

Library Equipment

ANNEX V

Library Supplies

ANNEX VI

Staffing Structure Phase I

ANNEX VII

Staffing Structure Phase II

ANNEX VIII

Staffing Structure Phase III

ANNEX IX

MOA/MG Library Expenditure by Fiscal Year

ANNEX X

USAID Library Expenditure by Fiscal Year

ANNEX XI

Sample Job Descriptions

TABLE OF CONTENTS con't

ANNEX XII

Implementation Schedule

ANNEX XIII

Footnotes

2

I. SUMMARY AND RECOMMENDATION

Research work is by nature an information seeking process. Agricultural research is a fast moving field in which reports and papers are prolifically produced. No researcher today can possibly keep abreast his field without the proper information resources. Thus, an agricultural information center is vital to his research needs.

A carefully selected library information center with excellent organization, administration and services to its clients is mandatory for the effective operation of the Ministry of Agriculture. The library is not a mere storehouse of print and non-print materials attached to a reading room, but a dynamic instrument of research. It is imperative, therefore, that researchers and ministry officials have an information center that effectively serves their needs.

The Ministry of Agriculture is dedicated to the improvement in agricultural techniques and assistance to the small farmer so that he/she can become more productive. At the heart of this endeavor is the Ministry Library which must give quick and efficient service to the researchers and ministry officials. This can be achieved only if the library becomes a dynamic entity run by qualified librarians who are dedicated to the agricultural knowledge industry.

The communication of agricultural information vital to research, planning and development involves complex factors including the media of information. When information is interfaced with the other factors, a system results in which agricultural information is available and used.

At present such a system does not exist in the Ministry of Agriculture for many reasons. The library collection is scattered in departmental offices and research stations. The holdings are outdated and cannot support present research, development and planning needs. The collections are not organized to permit easy access to their contents; researchers and ministry officials are not informed about library resources and services. The library does not conduct programs of library use. Above all, a competent professional staff does not exist to give permanent direction and vitality to this important ministry endeavor.

The re-organization of the Ministry Library is essential for the growth of research, development and planning in the Ministry of Agriculture. In order to update the existing book holdings, a 5,000 volume core collection will be assembled. A staff of thirteen people will be needed to run the Ministry Library. This will include: one Ministry Librarian, one Central Library Director, four Senior Library Assistants, three Library Assistants, three Library Clerks, one secretary, two clerk/typists and two messenger/cleaners. The contracting University will provide one Library Advisor for 24 person months during Phase I.

Total USAID contribution to the Library in Phase I will be \$669,645.

The MG/MOA cost for the library will be K65,922 and recurrent costs to the MOA will be K74,379 per year.

The University of Florida team believes that an organized library system of administration, acquisition, cataloging and reference service of print and non-print materials is essential in the development of the MOA capacity

for research, development, and planning. At the same time the limited resources can be used more efficiently if recommendations 1 - 10 are put into immediate effect and recommendations 11 - 44 when the contract is amended.

1. MOA/UF should send the present library assistant to MALA course for training. Registration for the course should be done in November 1981 for the following year. The course is one year long with only six weeks away from post. Expenditures for fees, travel, food and lodging for six weeks in Zomba will be approximately K300. Information needed to register for course is in library file 2E/9A.

2. The presently allotted US \$ 30,000 for books should be spent by Research Department. This list of books which should include author, title, place of publication, publisher and date should be forwarded to the University of Florida for purchasing. The University of Florida will also purchase two catalog card sets as the MAL does not have anyone qualified to catalog books.

3. MOA/UF should send the periodicals which have been prepared for binding to Likuni Press. The library assistants have been briefed on the procedure but will need transport for books and vouchers for payment. Cost per volume bound will be approximately K10.

4. Metal or plastic Princeton boxes should be purchased for unbound periodicals.

5. MOA should hire someone to fill vacant EO/TO position in the library. This person must have at least MCE and the MALA certificate.

6. Two typewriters should be purchased for the library. One electric and one manual. They should have library script if at all possible.

7. The Department of Research should use one periodical subscription agent to consolidate subscriptions for maximum efficiency. This should

also be done in the other departments.

8. Any other monies should be channeled into a fund for photocopy services as it will increase once people learn about the available service.

9. The card catalog at Chitedze should be photocopied and sent to the University of Florida to purchase new LC card sets for the library. This is accomplished by:

A. University of Florida International Programs hiring someone with at least LTA competence with the assistance of the UF library system.

B. This person would work in UF main library using the OCLC terminal. His liaison would be with the Catalog Department Chairperson.

C. The job would consist of searching OCLC for records that matched the list and ordering two sets of cards for the MAL.

D. Once cards are ordered, they will be sent en masse to MAL where MALA trained personnel will be able to file cards and process the books.

E. Thus the initial recataloging could be started before the contract is amended.

10. Another TDY librarian for 6 months should be found. The TDY librarian could begin the following projects with current staff:

A. Transfer all periodicals subscriptions to one receiving address.

B. Negotiate changes in subscription dealers so that no journals lapse.

C. Supervise MALA training of Library Assistant.

D. Search Bunda College library catalog for cataloging to apply to uncataloged books at Chitedze. It is not expected that all the back log is done; however, one of the assistants should be trained to carry on searching.

E. Set up reference collection.

F. Act as liaison with ministry on contract amendment.

11. MOA should immediately prepare a written statement to define the library including its policies, objectives, functions and administrations. It is also recommended that this be done in cooperation with an experienced agricultural librarian, such as those at Bunda.

12. A U.S. agricultural librarian should be made advisor to the MOA Library. The advisor will serve as consultant and coordinator until the future MOA Librarian is able to assume the position. The advisor will then work to establish the collection, train personnel and administer all branches. The library advisor will function as a liaison officer between the contracting University, USAID and MOA in order to put into effect as quickly as possible the library development part of the project.

13. Flexibility should be accorded the advisor in fulfilling his responsibilities.

14. MOA should adopt the following objectives in order to achieve and maintain uniformity in the library collection, activities and functions as stated in recommendations 5,6, and 7.

15. The MOA Library should have as its officer a librarian who is as highly qualified and competent in library science as the head of any other department is qualified and competent in his field.

16. The library should have adequate number of highly competent professional librarians and staff. See Annex VI for exact number of staff.

17. The Ministry Librarian should:

a) Keep the CARO or Deputy Secretary and NRC/OPC informed of the librarians' responsibilities, the functions and activities of the Library.

b) Participate in research planning meetings to be informed on current research topics and maintain ties to research.

c) Be well informed concerning resources of his library and those in Malawi, especially Bunda College and National Library.

d) Actively assume responsibility and be able to make wise independent judgements concerning library matters.

e) Have a positive approach to the solution of problems.

f) Be enthusiastic, possessed of the highest integrity, dedicated to service and have a genuine interest in people.

18. The Ministry Library should be an integral part of Agricultural Research, Development, Veterinary and Planning Departments.

19. The Ministry Library should be under direct supervision of the CARO or Deputy Secretary/NRC.

20. The Library should be expanded in number of volumes.

21. The Library should develop its reference service to the fullest.

22. Librarian should maintain a continuing dialogue with library clients/researchers in order to plan library services to answer needs.

23. Library should have sufficient funds to bind books and to keep up to date.

24. The contracting university and library advisor should assist MOA Library in the acquisition of agricultural core collection,

to be an "opening day collection". Furthermore, it is recommended that the core collection be assembled using as its guide the lists recommended in this paper.

25. The MOA Library should establish uniform procedures for the acquisition of necessary foreign books, journals and non-print material, and the rapid delivery of acquisitions.

26. The MOA Library should be the national depository library for all MOA and Agricultural publications and pertinent FAO, UNDP, World Bank, etc., publications. Multiple copies should be provided for exchange purposes.

27. The current collection should be catalogued and classified in Library of Congress classification system to concur with that of Bunda College and University of Malawi.

28. The circulation policy suggested in this paper should be adopted by MOA Library.

29. Photocopy service for research work should be provided at minimum cost.

30. Library staff members who occupy key positions should be granted time and funding to attend local or nearby lectures, meetings, etc., as well as some international meetings such as IAALD which relate to the rapidly changing field of agricultural information.

31. MOA Library should have union catalog of journals and books in all Agricultural Research Stations to be used on Capital Hill as well as in Main Library.

32. Regular visits to research stations should be made in order to process the produced or collected documents.

33. MOA Library should disseminate current contents of periodicals.

34. MOA Library will provide major input in the MOA implementation of a documentation unit as outlined in the Massil and David reports.

35. MOA should commit resources to strengthen library services, i.e., a separate library vote.

36. A gift and exchange program should be started.

37. All departmental libraries should be inventoried, classified, and integrated into the Capital Hill library branch.

38. The MOA Library will work closely with Bunda College so that all agricultural resources are used to the fullest.

39. As many library assistants as possible should be trained by MALA for the MOA.

40. The current departmental library votes be combined into one library vote and funds allocated to run the library. (Should put in 10%?).

41. USAID should provide:

a) grants for capital investments needed for the development of the library collection; procurement of back files of serials, and for library fittings, furniture, supplies and equipment, etc., for the remainder of the contract.

b) Additional recurrent grants for serials, reprints, books, photocopies, non-print material etc., to be initially furnished by USAID.

c) Funds for educational training for one librarian at the MLS level for eighteen months.

d) Funds for educational training for one librarian in Africa at the diploma level for twenty-four months.

e) Travel funds and expenses of the Library Advisor.

f) A contingency fund.

42. MOA should provide starting FY-82:

- a) Salaries and accomodations of library staff of the MOA.
- b) Financial assurance that it will provide journal subscriptions, the proper maintenance of the collection and facilities, and adequate staffing pattern.

43. This report should serve as a guideline to the Library Advisor who will recommend additions or revisions as the Advisor deems necessary.

44. The implementation calendar for fulfilling the recommendations should be adopted.

II. PRESENT NATIONAL LIBRARY SITUATION

The library at Chitedze has long been a part of the agricultural community it seeks to serve. As early as 1890 the library was part of MANR, developing out of inhouse reports and donations. Thus, the MANR ranks as one of the oldest libraries in Malawi and in Central Africa.

Through the years many proposals have been made about the library, particularly since Independence. This is reflected also on the national level as Malawi abounds with studies and projects.^{1/} Malawi's libraries have followed the traditional paths of public libraries, university libraries and special libraries. The National Library Service is a fine example of a nationwide public library. The University of Malawi with its several different colleges serves the acedemic community. Under the guise of special libraries most ministries have a library of some sort. The National Archives is Malawi's depository library as well as national reference library. Other existing libraries included the USICA, British Council and the Alliance Fraincaise libraries. All of which support the Malawi libraries with funding of some type.

In 1975 the Malawi Library Association (MALA) formed to promote librarianship and develop library communications. It has actively sought to improve the level of librarianship in Malawi. In 1976 MALA offered its first library assistant course for para-professional staff in conjunction with Chancellor College in Zomba and the British Council. The past three years have seen an increase of trained assistants taking posts in the government and private sector which has improved the basic level of library assistance. There are still more library positions than MALA graduates and only sixteen professionally qualified graduate librarians in Malawi.

Malawi is recognizing the importance of having good information systems to support routine government work, development, planning and research needs. The OPC has recently commissioned UNDP consultant, S. Massil and A. David, to do a feasibility study on a proposed National Documentation Center (NDC). This center would channel information to users when requested. Various institutions in Malawi would participate in document gathering and inputting of information. Malawi like many countries has a wealth of information but it is so dispersed in the various governmental agencies that retrieval is almost impossible. Therefore, the NDC was proposed. One of the critical points Mr. Massil and Mme. David make is that there are few qualified graduate librarians in Malawi. Malawi's librarian resources are now stretched to the maximum. If the NDC or any new library facility is to exist, staff training must be done or library expertise will be drawn from one area to another creating vacancies which have no prospect of being filled.

The NDC would fill the void that now exists in national library co-ordination, moreover, under the NRC/OPC it would have the authority to carry out its function. The MAL would be the MOA link to this information center.

Typical of most government ministries is the casual treatment of libraries. The so-called libraries are understaffed and lack professional posts. The library holdings are poor and usually out of date. Acquisition is a piecemeal affair when funds are available. Budgets may include a line item for books, but must depend on donations from various agencies such as British Book Presentation Program. Collection development is nonexistent. Perhaps most important is the belief that libraries grow quietly on their own with no need of guidance or any thought to the training of the users of a collection.

The MOA is no exception to this. It has no qualified staff on Capital Hill and is sadly underbudgeted. Many of the CAB and FAO publications are sent directly to the ministry rather than Chitedze. These materials wander around the ministry and end up in some file but not in the library. Government MANR reports are not deposited in the library but in a file which limited numbers of people know it exists.

The idea of a national agricultural library system along the lines of that in India, has not been implemented in Malawi. Libraries' need are not fully appreciated nor are library users aware of the potential use of information at their disposal. The ministry library financing cannot maintain or improve the library so that the library is not maintaining status quo but fast losing what semblance it had.

The most crucial factor is the absence of professional staff to give guidance to the Library. Malawi cannot afford to squander its monies in duplicate subscriptions in specialized areas. Librarians are needed to coordinate, direct and maintain levels of efficiency and collection. This way they fill in the collection gaps left when there are not enough specialists in certain areas. Librarians will maintain a well rounded collection.

Other factors that hinder library development include the paucity of Malawi publications; the dependence on foreign publications; the slowness in receiving journals and publications from overseas; currency is almost impossible to achieve; lack of photocopy service; lack of microforms capability; state of incountry communications such as telephones and postal services; problems in physical distances and poor roads.^{2/} Computer capability, however, is more advanced than was expected, therefore, with the planned telephone service improvements, on-line access to data bases is not beyond the realm of possibility.

A major pitfall in the development of Malawi libraries has been development projects. Many times the consultant's reports intensively reflect the needs in a given research area or training needs but fail to consider whether the library is capable of supporting the research after the programs' ends. In other words research capabilities soon outstrip library resources unless commensurate upgrading is done in the Library.

Information flow is just as critical as research experimentation. The monies poured into a library constitute a wasted resource unless the library is properly organized and maintained. Research work suffers if this is not done as workers are unable to find sufficient documentation to plan for national research, development and planning. Without

librarians as the basis, all development, research and planning lack the proper infrastructure to succeed.

The most instrumental change that is needed in Malawi is therefore one of administrative attitude. They must make a conscious effort to evaluate, plan and upgrade library holdings and staff. A career structure should emerge for librarians within the government. Coordination and cooperation among librarians are also key points for the function of the library.

III. DESCRIPTION OF CHITEDZE LIBRARY AND BRANCHES

A. Holdings

The physical holdings of the library at Chitedze Research Station consist of approximately 3,000 volumes and 225 periodical titles. With these resources the library serves not only the Chitedze Station but also all other research stations as well as the needs of the Ministry of Agriculture.

The monograph holdings are verging on obsolescence due to the rapid changes in the technical fields. Most of the books were published before 1960; only 150 were published after 1970. Some of the books are classics in their field and retain their value, but about 80% of the collection is obsolete. As in any agricultural library the most important holdings are the periodicals. Chitedze periodicals are diverse and show that a good deal of thought has gone into their selection; however, very few titles have a complete run or back set. This disheartens the researchers when they find the very issue they need has never been received, in circulation, or lost. Consequently the most frequent complaint about the library's holdings concerns the periodicals.

The multifaceted purpose of the library to serve both as the Central MAL and the central research library for research stations has led to the development of small branch libraries such as those at other research stations and in the various departments of the ministry. The original intention that Chitedze have some record of what each department or station may hold has been lost. There is no central record or any way short of physically cataloging all holdings to know these various branch holdings.

The library does not have any facilities for microforms or maps which are needed. The audio visual resources consist of one Kodak slide projector. There is no slide collection.

The physical condition of the holdings is poor due to the lack of preservative measures. In these uncontrolled conditions, the books are subjected to changes in temperature, direct sunlight, high humidity, bug-infested wooden shelving and dust; all of which drastically shorten the shelf life of a book or periodical. The periodicals need to be bound as no binding has been done for several years for lack of funding.

B. Physical Environment

The central library is housed in a brick building built in 1967. The stacks and readers tables are interspersed in one large room. Total seating capacity is 30 seats. This main area also serves as a classroom for lectures given by various members of the staff. By the door is the circulation desk which is manned by a library assistant. A small work area equipped with a sink and several metal cabinets for storage is directly behind the desk. There is one large table with one ancient typewriter. There is a small workroom filled with duplicate copies of periodicals or monographs. Adjacent to that is a small office

for the librarian equipped with shelving, desk, and chair and vertical file. The librarian has a telephone. The shelving capacity of the library is now at a maximum. There are no restroom facilities. More shelving is needed and soon more space will need to be added to the total library area if the library continues to grow at the present rate. There are no provisions for evacuation of library in case of fire and no adequate fire precautions.

C. Acquisitions

Direct orders, gifts and use of a supplier are how the library acquires materials. The librarian, when there, selects books and periodicals which the researchers have requested or recommended. They furnish as complete bibliographical information as possible to the librarian, who does not have any selection or order tools to verify the requests given him. Foreign book acquisition is handled through the Malawi Finance Company (MFC) which is based in London. Orders are sent to the MFC which, in turn, places the order with the publisher. The bills are paid in the country's currency and the equivalent in kwachas is charged eventually to the library's account. It first goes to the Chief Stores officer who then sends the bill to the accountant at Chitedze who, in turn, notifies the library of the amount spent. The library keeps no record of amounts encumbered or paid. The MFC charges either K10 or 10% of the order to process each order. A completed order takes approximately six months.

Local purchase of books is done by securing a voucher from the accountants' office to present to the supplier; the voucher is returned to the accounts office for payment. The accounts office then notifies the library of amount spent. Books may also be sent with an accompanying invoice which is then sent to accounts office and a voucher prepared for the amount is

sent out.

Periodical acquisition is done three ways: 1) subscription, 2) gifts, and 3) exchange. The majority of subscriptions are placed through the Malawi Finance Company. They have contracted the service of Everett and Sons to supply the periodicals. Annually MFC sends the Chitedze library a complete list of subscriptions to be reviewed. The librarian may add any subscription at a later date through MFC and Everett provided there is funding. MFC bills the subscriptions in the same way as books. If a publisher increases the journal's costs, that increase is duly billed to Chitedze account office. All subscriptions are ordered for one year. Everett and Sons do offer claiming services but no claims records are in the files. No periodical claiming had been done prior to my arrival.

The library does have direct subscription to some African and American journals which are not offered through the periodical supplier. The librarian presents the invoice to the accounts office which, in turn, asks the Chief Stores Officer for the correct amount in foreign currency and bills the Chitedze accounts section in kwacha.

CAB and FAO publications and journals are received through the MOA which has subscriptions to them. The library does not directly receive or pay for any of the journals. There is no listing of journals that come from MOA.

Some periodicals are gifts from societies, agencies or other libraries. These include embassy press releases, development institutions journals, and all MOA publications.

The library offered to exchange the annual report of Chitedze Research Station. Exchanges have diminished over the last few years because no annual report has been published. The library also has several MOA publications which it could offer on exchange but has no personnel trained to handle exchanges.

The British Council Library regularly contributes books to the library. Some American institutions have made sporadic donations. Individual gifts from people leaving the country is another way in which the library acquires books.

Consequently the librarian does not at any given time know how much he/she has encumbered, number of books and periodicals ordered or the number of copies ordered. Thus, there is no library record to confirm if a book has already been ordered, if the ordered book was received or the cost of the book, which all help to avoid duplication in ordering.

D. Cataloging

Once a book is received, it is listed on that month's distribution list which is sent to all branch stations and most of the MOA. If someone requests the book, it is sent immediately without cataloging it. Previous librarians have done some cataloging but there is a tremendous backlog to be cataloged. The backlog of over 5,000 titles consist of serial and monograph publications from international organizations, (i.e., FAO, UN, IRRI, etc.), government publications from Malawi and other countries, and quasi governmental institutions. These publications constitute the majority of ongoing research materials (reports), yet they are practically inaccessible. The current staff is neither trained to ferret out the needed information for the researchers, nor do they know how to catalog them.

The cataloged collection is basically monographs whose main entries are personal authors. The card catalog shows no corporate main entries. The classification schedule which has been followed is Dewey Decimal. For the last two years the Chitedze Officer has not done any cataloging. The Bunda College librarians have from time to time cataloged some books for the library. It is a beginning but much more is needed.

The cards produced by cataloging are filed in three separate files; the shelf list; the author file; and the title file. As there is no subject access to any of the cataloged books, most of the researchers cannot find the books in their area unless they know specific titles.

E. Circulation

Recently the library has changed its circulation policy. Prior to March 1981 journals had been circulated throughout the country. As there is no system which forces the delinquent borrower to return the periodical, many periodicals are never returned. There was no way to know where the journal last was on the routing slip as no central record was kept. Consequently there are many gaps in the periodicals.

The library has an open stack policy and allows books to circulate for a two week period. Periodicals circulate overnight only. The library user selects his materials and gives them to the library attendant who records in a ledger the author, title, date of publication, borrower's name and date loaned. When the book is returned the date is entered to close the ledger entry. There is no access by call number, or alphabetical listing; only by date checked out.

Overdue notices are periodically issued but many materials are not returned. Consequently there is a steady drain on the already limited resources of the library. Under past administrations many books and runs of periodicals were loaned indefinitely. There are very few records as to where these materials are and almost no hope of recovering them.

F. Reference Service

Reference services are non-existent. There is no reference collection.

G. Personnel

The Chitedze library has staff positions for a library officer (TO), two library assistants and a maintenance worker on temporary pay.

H. Branch Libraries

The MAL has a unique position in Malawi. Agriculture has been given a very high priority by the Malawi Government. Branch libraries of the MAL are numerous. There are departmental libraries within the ministry itself, station libraries and even sectional libraries on station. These have evolved through officers' desires to have close at hand works they consider important and through the lack of confidence in the central library serving their needs. Neither of these two reasons are false. At present Chitedze has trouble supplying on station needs. Travel and mail between areas is not trustworthy and telephone communications difficult at best.

These branch libraries usually contain in-ministry reports which are valuable for agricultural research. Most of these are not in the central library but only in the branches. As aforementioned, there is no central indexing

area. A branch does not know the MAL's holdings nor those of other branches. Consequently duplication of material is high. Some duplication of standard works is necessary, but the uncoordinated methods of ordering now used produces too much duplication of expensive books.

Each branch library has managed to eke out funds for book and periodical purchases which they order directly and no record of purchase is sent to MAL.

Most of these libraries are basically reading rooms which double as conference rooms. Some have made attempts at cataloging books and indexing periodicals. Bvumbwe has used a simplified Dewey classification scheme for both books and periodical articles. There has been much work done in attempting to order its library but apparently to no avail. Officers do not know how to use the card file nor the vertical file both of which are out of date. Books are loaned indefinitely to some sections as researchers there are worried about book loss, consequently the library suffers. Current as well as back runs of periodicals are in the library. The library has no way to claim periodicals. There is no library assistant post at Bvumbwe. A TO with no training attempts to run the library. Maintenance of library materials consists of dusting. The description of Bvumbwe is characteristic of all other departmental and station libraries visited.

I. MAL History

In 1966 the central library of the Ministry of Agriculture was transferred to Chitedze Research Station from Zomba. It was hoped that such a move would provide library service in two ways. It was the research library for research workers based at Chitedze as well as the central library for workers

at other stations where it was not possible to provide comprehensive library facilities. In addition to this function the library remained the Ministry of Agriculture central library. As such it was to provide library service to all departments of the MANR.

The Chitedze Library was then governed by a committee composed of various members in the MOA. They were to consider the entire ministry library system and to make recommendations. These objectives were the following:

a) To investigate the entire system of library services in the Department of Agriculture under the following heads:

1) To produce a statement of the funds available for the purchase of books and journals and the running of library services under the various divisions of the Department, i.e., Extension Services, Research, Training and E.A.B.

2) To indicate whether adequate lists of books held at departmental stations exist. To indicate where those lists are held and if they do not exist to initiate steps for their urgent compilation. (This is with particular reference to books and reports in Regional and District Offices, Training Centres and the offices of individual Research Officers).

3) To review the present methods of ordering and circulating books and journals and to consider necessary action for improvement so that officers of the Department have access to the publications which they require.

4) To obtain from E.A.B. a statement of the type of publication apart from E.A.B. production which should be available in the Extension Service at and below District level.

5) To obtain a list of United Nations and other International Organization publications on agriculture which are received in this country and to review their use and distributions.

6) To consider a procedure for the retention of significant departmental reports and conference papers so that they are available at a centre, probably the Chitedze Library, for reference as a Departmental Archive.

7) To consult with the National Archives and ensure that relevant material from the Department is in fact being sent to Archives.

8) To review the places of retention of journals and library books in order that are utilized to the best advantage and to consider where more than one copy should be ordered.

b) To compile a report on the topics at a) above and to make specific and detailed recommendation for the organization, staffing and financing of an adequate Departmental Library Service.

c) The first meeting of the sub-committee to be held on or about May 1st to initiate the necessary action and to lay down a time limit for the completion of the report. Minutes of all the meetings of the sub-committee to be sent to Commissioner for Agriculture within 10 days of the holding of each meeting.

These were based on a report given by Mrs. G. B. Farrell, dated 1967. Mrs. Farrell gave an account of the state of the library and recommendations for the running of the library. She left at that time two well trained clerical assistants, Mr. Mphaya and Mr. A.K.H. Nyirenda. For some reason the cataloging of important Malawi documents was never accomplished nor any of the other annual reports from foreign countries.

The library committee dispensed funds for the library. Each meeting orders were considered but usually funds were insufficient to cover all needs. As early as 1970 funding became insufficient for periodical subscriptions. The library committee ceased to function authoritatively about this time as the

VSO participant who was major impetus for ordering returned to Britain. The financial responsibility was then transferred to Chitedze and the library became a line item. Many important periodicals and publications are still purchased by the MOA directly and sent to Chitedze. These include CAB and FAO publication which are heavily used in the library.

The present state of library affairs are very much like those described by Mrs. Farrell in 1967. All the needs she indicated still exist but now the backlog is considerably larger. During the late 1970's several national studies were done on library services. One which is of particular importance to the Agriculture Library is the establishment of a National Documentation Center or NDC. Mr. Stephen Massil, a UNESCO consultant, in his brief summary of information services in Malawi lamented the fact that though the Chitedze library had a good collection of materials, it did not have a properly trained librarian who could organize it and thus give maximum service to research scientists. This lack of personnel, not of resources, is not utilizing the library potential. Too much of the responsibility for agricultural materials is being placed on Bunda College.

J. Maintenance

Maintenance of library holdings is minimal to non-existent.

IV. NEEDS OF THE MAL

A. Holdings

An infusion of new bookstock is badly needed at Chitedze. The ratio of researchers to publications is too high and their information needs are not being met. As indicated in the correspondence files all the other major stations are in the same shape as Chitedze if not worse. Most of their monographic holdings date from 1965 back as that was about ^{the time that} the last

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time the library vote system was used or money was available to purchase.

Book weeding should be done as many of the books at Chitedze are not research materials, outdated, or not even an area related to agriculture.

A competent person who can make that decision is needed to weed the collection prior to ordering many more new books. Weeded books could be sent either to other stations, or libraries in Malawi or used in an exchange program.

Periodical holdings desperately need to be listed. At present there is no systematic listing of all issues held in the library. No record of what issues are missing, which are bound, or in circulation. A well trained library assistant must keep a vigilant eye on these routine tasks or the entire purpose of the library - to serve the needs of researchers - crumbles. The assistant will make sure that periodicals are promptly displayed; that missing issues are quickly claimed and binding of periodicals is done efficiently and quickly.

It is imperative that a union catalog be established as well as a union list of serials to let researchers know what information resources are available to them on national and international materials. This would enable outlying stations to know where photocopies could be found as well as librarians in Malawi. The Union List of Agricultural Serials should be prepared in conjunction with Bunda College Library.

The increasing trend toward microforms rather than bookform in the publishing world suggest that the library should have a small microtext reader/printer and microforms, and a storage space for these holdings. Many organizations furnish free or copies at reduced rates for microforms. The move toward microfilm would also conserve space desperately needed by the library. Maps are an important part of the library holdings. They help determine where to start projects, what projects are ongoing, terrain,

scil condition, livestock distribution, physical impediments, watersupply. They graphically illustrate and support many research endeavors. The MAL has maps located in the storeroom. No effort has been made to conserve classify or store these maps. At present there is no record of what map holdings the library has.

B. Physical Environment

The MOA Library needs to expand. If no funds were provided to buy books, periodicals and equipment it would still need to expand due to the number of materials received as gifts or on exchange. The primary need is for stack space. Although the anticipated weeding project will provide more space, the number of books acquired under USAID/UF purchases in the first year of the contract will more than fill that space. Anticipated buying over Phase II will exceed present space.

Reader facilities, such as desks and chairs need to be improved. The library needs a conference room for the classroom use anticipated by USAID/UF as in-service training. Audio visual equipment is needed such as a slide projector, screen, storage for equipment, cabinet and filing for slides perhaps even a film projector.

The expansion should also include more work space for increased staff. Space is needed for binding preparation, incoming acquisitions, order files, typewriters, terminals, photocopy facilities and office space.

Malawi librarians and contractor can determine needed space based on international library standards. Restroom facilities should be included.

During the expansion the original building should be checked for termites, and fumigated for various fungi and worms which attack the book spines paper, and bindings. A comprehensive cleaning operation should be

undertaken as books are dusty, and pests such as silverfish and spiders are abundant. Equipment needed to maintain the library should be purchased.

Proper environmental control must be exercised as books are rapidly deteriorating. Humidity, temperature, dust, bacteria all contribute to book deterioration. As in most countries low quality paper is used in publications. Exposed to temperature extremes such as high heat and direct sunlight, the paper acidifies, yellows and soon is too brittle to be used. Because these publications are the only recorded information Malawi has, all effort must be made to preserve them.

C. Acquisitions

There is a basic need for organization in the acquisition of library materials. A systematic process, vital to the acquisition routine, is lacking. Researchers and ministry officials send orders from publisher's flyers, bibliographies and catalogues to the librarian. The librarian has few, if any, current bibliographic tools with which to verify the order. If all the information is not supplied by the orderer the librarian must estimate cost. The librarian needs to keep records of books ordered so that he has a way to 1) check outstanding orders, 2) check new books received or 3) check books that are being cataloged. This record order file will reduce costly duplication of materials for all ministry branches.

Researchers and ministry officers have a natural tendency to order books only in their fields. Unfortunately, there are not enough officers to sufficiently cover all aspects of agriculture, thus gaps have appeared in the collection. The librarian must survey the collection, draw up a collection development policy which will indicate in which agricultural areas the MAL wishes to collect and to what level. This should be done

taking into account resources at Bunda College and other libraries.

Channels for monographic acquisition need to be improved. Direct acquisition unless there is a qualified librarian, invariably take 6 - 8 months as staff and researchers are unfamiliar with order procedures. Written guidelines need to be established as there is a large turnover in personnel both in the Ministry and the research stations. Once a systematic order process is established, researchers would know what type of information is needed to process their order. All orders from the Ministry and research station should be sent through the library in order to avoid excess duplication and to establish bibliographic control of MAL materials. An order file to maintain flow of acquisitions is needed so that each incoming item will be accounted. This should be housed in a centralized order department that will speed up the ordering procedure. It would need to have bibliographic tools which would be housed in the library work area.

Overseas order will constitute 80% of the MAL periodical and book budget.

Library generated orders as well as research orders should whenever possible be ordered through a book dealer which will facilitate the ordering process. Book dealers often have the needed books in stock and can quickly fill orders.

The Malawi Finance Corporation provides the vehicle for foreign exchange/currency conversion for all Malawi foreign transactions. Its 10% order surcharge or 10K whichever is greater may be unavoidable but it is not a desirable arrangement for library purposes as too much of the valuable book funds are lost through this surcharge. What is needed is a separate foreign bank account for the MAL.

There is a need for tighter control over periodical acquisition. Overseas mail delays cause current journals to be anywhere from 6 - 8 months behind.

These delays could be trimmed if the needed Kardex system for requesting and claiming periodicals is implemented. There is a need for trained paraprofessional staff to continuously do this job as well as for explicit instructions on how to set up new tables on Kardex and claiming procedures. The importance of periodicals cannot be stressed enough. Over 80% of agricultural libraries holdings are in periodicals. Researchers publish first in journals, later in books. To have any type of a current dissemination project, the periodicals must be monitored at all times.

Many variable publications in the library are routed through the Ministry of Agriculture which is a member of international societies. These international organizations publish journals or other literature which is sent directly to the ministry rather than the library. This causes delays in receiving important journals such as the FAO Statistical Bulletin. MOA may receive it but it either never arrives at the library or arrives anywhere from three months to three years after the initial MOA receipt. Research libraries cannot function under this type of conditions. A simple mailing address change to have publications sent to the library is all that is needed. This would create a centralized point of acquisition for all the multiple copies. It would relieve the burden of distribution from the undertrained staff and place the responsibility with the librarian who can easily keep track of what goes where through his order file. Permanent distribution cards would be placed in the file so that clerical staff would know where to send it. The added advantage is that professional supervision and advice is easily accessible.

Over the past 10 years there has been much discussion about making the MAL a FAO depository library. It is imperative that this be done or that

some library in Malawi be the depository library. The MAL is the natural choice but only if it has professional staffing as without them the FAO literature will not circulate but rather accumulate dust. If Chitedze is not to be a functional part of the Malawi information system it would be highly advisable that Bunda College be made a FAO depository. As a FAO depository library, the MAL would receive all literature pertinent to agriculture in Malawi that FAO publishes. This is highly desirable material for research purposes.

International organizations and national organization offer many publications on a gift or exchange basis. The MAL has not tapped these sources to any great extent. Gifts or presentations from various international organizations such as British Council are not controlled, often resulting in materials unsuitable for the MAL. Exchanges are an important source of material as the MOA publishes its own annual report and bulletins. The key factor is regularity. MOA has not published annual reports or bulletins. The last DAR report was 1974-75 and Chitedze Annual Report in 1977/78. Consequently any exchange program the library has had in the past has ceased to function. No record was kept at Chitedze of what reports had been sent where nor what was received from the various exchanges.

To reestablish an exchange section, first assurances are needed from MOA that the reports will be published in quantities great enough for exchange purposes; second that the exchanges would be handled through a central distribution area, i.e., the library which will keep records of materials exchanged; third that the library be provided enough staff to perform this function. Exchanges and gifts provide materials at a relatively low in book cost, but there exists a hidden cost in these gifts, that of man hours

needed to provide this service and maintain the records carefully. An exchange publication should be as carefully studied as those purchased.

In some cases, publications are only available on an exchange basis and cannot be purchased. This is an important factor to bear in mind when deciding on the MOA publication policy. Without something to offer, one cannot hope for much in return. Further, a regular exchange agreement ensures that copies of publications arrive promptly and avoids notification that a title is out-of-print, which is the anathema of a serials collection.

D. Cataloging

After considering the types of materials to be provided and methods of its selection and acquisition, the next important step is to make this material available to the library user. In early years librarians were regarded as custodians of literature, keepers of books or guardians of the gate. The whole emphasis was placed on safe-keeping in libraries, to which readers were grudgingly admitted loans were infrequent, "reference use only" was a byword for all materials. Now the position is completely reversed only the old guard librarians maintain a suspicious attitude toward the patron. Most librarians enjoy explaining procedure and helping in research. There are today, however, libraries which still must preserve the national literary heritage. These libraries include depository libraries and the national archives. Thus, if the MAL is designated an FAO depository certain cataloged books would be non-circulating.

In an agricultural library, fullest exploitation of the entire resources is the primary objective of the librarian and staff. On receipt, all materials must be fully documented, processed and made available on the libraries' shelves as soon as possible.

Serials, journals and periodicals constitute the most important class of materials to be found in an agricultural library. It contains the most up to date agricultural information. It is imperative to obtain it as soon as it is published and to inform all users as soon as it is available through accession lists indexes, etc.

Serials are publications appearing regularly or irregularly, usually in a numbered sequence, but each is independent of the others, with no definite termination in mind. Sub-series may well have a common subject field or be written for a particular class of reader. Each publication, whether a leaflet, pamphlet or bulletin is usually an entity to itself and merits cataloging. Journals, periodicals and annual reports, while in fact serial publications, are considered separately due to their regular publication, diversity of topic and authorship in a single issue. The terms journal and periodical are synonymous; it is proposed to use periodical throughout the paper.

To inform the library users of new material in the library an accessions list is made up. The MAL uses a monthly distribution list in which it lists all recent acquisitions. This format needs to be refined and improved.

Classification systems comprise an ordered list of subjects and topics arranged in broad groups covering the entire field of knowledge; the arrangement is according to some broad philosophy on the inter-relation in the field of knowledge. The ordering of terms must permit meshing of new topics or new ideas about inter-relation. It must be flexible. There must also be provision for varying ideas and ideologies of the accepted ordering of topics within the broad framework to suit differing disciplines. What is weed or pest to an agriculturalist is a plant or animal to a botanist or biologist.

A library classification scheme must have a notation - a system of signs and symbols representing the selected hierarchy of subjects and topics which must be flexible. It must also have an analytical subject index to use for day to day subject searches which is the most common approach in research.

The library classification scheme must be hospitable to new topics, second must have a good basic organization which will ensure constant revision. One system in agriculture receives this constant attention is the Library of Congress. Not only is it used in the largest agricultural library in the world but cataloging in publication (CIP) is based on this format in the United States. Since the major colleges in Malawi use this system it is logical to assume that future researchers will be familiar with the classification scheme. Call numbers may vary slightly from Bunda to Chitedze but general class numbers would be the same.

At present the monographs at MAL-Chitedze are classed in Dewey. Conversion to Library of Congress (LC) classification scheme is desirable; however, because the card catalog at present lacks the subject access point critical to research. To add it, one would basically be reclassifying the collection so it is just as easy to switch to a system in which experts will continue to modify it and adjust to new discoveries.

The LC classification symbols will be placed on the spines of the books, pamphlets, etc. to form a system of arranging this material in the stacks. Catalog cards for the shelf list will present a card representation of the classed physical holdings of the library. All author, title, subject, and added entry cards will have the LC call number so that the library user will know where to look on the shelf.

The above mentioned conversion from Dewey to LC could take anywhere from 6 months to a year depending on facilities used and level of cataloging needed. It is important that this be done as soon as possible and cards ordered from an appropriate dealer. Original cataloging, or that of the librarian physically producing his own cards is extremely time consuming. An experienced cataloger can produce 8 - 10 original works per day. It is not feasible that MAL can afford to hire enough catalogers if it could find them. The solution is to order catalogue cards, and book processing at the same time the book is ordered from a book dealer. Thus, the book arrives cataloged, processed and ready for use, only the cards remain to be filed.

For local purchase of books, ministry publications and other African publications, the library must produce its own cataloging or share copy with another library. Since Bunda College already has done extensive cataloging of in-country publication, the MAL would only need to reproduce the cards and process the books once the librarian has determined the correct main entry. This involves time from the staff in typing and searching for copy but is still speedier than doing original cataloging.

Much of the important material needed for Malawi research is almost inaccessible. It lies buried in ministry annual reports, bulletins and other government publications. At present there is no analysis done of the contents of these important materials. Agricultural research in Malawi experiences rapid changes in staffing so that the collective memory of past experiments is not long. Often experiments are redone simply because no one knew it had been run before. One solution is to create an analytical index of MANR publications starting with research station reports. This is extremely time consuming for the properly trained librarian as it is done just as original cataloging and

there are many articles in one volume. Each article must be given the same consideration. National plans are being made to index this type of materials in all the ministries. It remains for the MAL to reach a functioning level in which it would be capable of contributing to the NDC. Bunda College has been asked to contribute to the NDC also as it has materials the MAL does not and vice versa.

Another point to consider is input needed for the FAO publication Agrindex. At present no Malawi publications are included in this international publication. Becoming an FAO depository library also carries with it the responsibility of sharing Malawi research internationally. One way this is done is through indexing Malawi publications for Agris.

In a 1977 FAO mission in Malawi the following observations were made.

"It would seem to the mission that the Chitedze Library is best placed to serve as the Malawi "input centre" for Agris. Much of the agricultural research and development reporting originates, or is available through this library. While many researchers use foreign journals as a vehicle for publication, a great deal of valuable information is available in a more limited way, through what librarians would classify as "non-conventional" publications, e.g. short-run reports. The Chitedze Library is in a unique position to control and disseminate a knowledge of the existence of this material to a wider audience through the Agris system and in turn, receive the services of Agris which are aiming toward a world-wide coverage of agricultural literature".

At the same time the FAO proposed to send 4 trainees to Rome for needed indexing instruction: Two from Bunda and two from Chitedze. This offer is still pending in the NRC. Serious consideration should be given to sending qualified agriculturalists and librarians who have access to the

materials, otherwise the training potential is not realized. It would be desirable to have the Malawi librarian at Chitedze trained in this process. The first two individuals should be sent from Bunda College as soon as possible to start inputting into Agris. In Phase II of project two should be sent from MAL.

Once a publications is cataloged some type of physical record is needed. Using LC classification and subject headings, the librarian is able to create a card catalog. The decision to make a unit card catalog, the standard (3 x 5) card catalog or to use another type of catalog is extremely important. First, the number of users and type of users must be taken into account. Second, the need for an index of Malawian publication as well as regular card catalog. Should they be interfiled? Third, the type of access most used, subject, author, title.

Card cataloges, either dictionary or divided, are the most common way of quick access to materials. Usually a periodicals index is separate but with adequate markings it could be interfiled in the card catalog. Most researchers do use the subject approach to the literature so a divided catalog may be less confusing and less time consuming to use.

Filing of cards requires trained personnel to file and revise filing. Staff training to file may take 6 months to 1 year of daily filing interspersed with other duties.

E. Circulation

Tight control must be maintained over circulating books. A circulation policy should be adopted by the library and all users informed. Consideration for branch circulation should be included in the policy.

A change in the actual process of checking out a book is needed as too much time is consumed in writing on various ledgers. A simple card pocket charging system would be adequate for the books now circulating. It would provide for identifying the materials charged out, identifying the borrower, providing a means of follow-up for the return of materials not returned within a reasonable time after the date due and provide for a total count of all materials charged out.

One impediment to library growth and circulation of materials is the fact that many materials are never returned. The MAL as a depository library must have assurances from users that the book will be returned or its replacement purchased. The paucity of agricultural information in Malawi has led to an alarmingly high attrition rate as professional staff seek to increase their own libraries.

Periodicals cause many circulation headaches. Past circulation policy of periodicals has led to the loss of many issues. It is not feasible to circulate the only copy in country of a research journal. In lieu of circulating periodicals, photocopies should be made available. As the library does not have the financial resources to supply copies, charges must be made to cover costs. This will entail adequate staff and machinery to provide photocopy service. This photocopy service would allow branch stations the opportunity to order photocopies.

F. Reference Services

Reference services is the heart of the library as the organized collection is made useful to patrons only through reference service. Many library users see only the circulation staff members and their entire impression and understanding of the library are formed through these contacts. It is little wonder the most frequent complaint at Chitedze is that the information is inaccessible as there is no one there who knows how to provide reference service.

An organized collection, such as the one needed, will demand a librarian to interpret the information contained therein. Most researchers have been so long without adequate libraries that they would be unable to serve themselves in a modern library. Those who recently returned from studies overseas have come to appreciate the value of a good library but know that the information field is complex and rapidly changing. They would welcome assistance. For this purpose a fully trained librarian is needed.

The librarian and his staff should provide information in response to specific requests, do literature searches and prepare bibliographies. People may write, telephone or come by in person for information. To provide this service they must have at least a card catalog and a reference collection.

Personal contact with library users, whether by telephone or in person is invaluable in answering questions. Patrons are often unable clearly to define the information wanted. If they are vague and general in their approach the skillful reference librarians can often clarify the matter in conversation. Letter requests are more difficult as a reference interview is impossible and it may be difficult to ascertain exactly what is desired.

To further assist library users a service of seminars should be developed on the use of library materials. Complex searching strategies should be explained and discussed with researchers. This is a necessary part of the library as many people do not have faith in the library staff or service. In the case of reference services this criticism is justly deserved. The library will literally have to campaign to restructure research thought toward practical use in the library. This is a critical point and one crucial to the success or failure to establish the MAL as a library.

One reference service that should be developed quickly is a good inter-library loan system with all other libraries in Malawi. Chitedze and Bunda now operate an ILL system but there are no formal links to other important Malawi libraries.

G. Personnel

All of the previous areas in the library have mentioned the need for adequate staff. The old adage that a library is only as good as its staff is very true. The staff at MOA Library have no formal library training. All administrative procedures, reference services, acquisition and cataloging procedures are beyond their present capability. The combination of poor training, lack of resources and low motivation have just compounded the problem. There are no librarians. Proper staffing of the MAL with qualified people, interested in their jobs, and an opportunity for advancement within their job is the only solution to establish the MAL as a credible library.

Librarians are needed for administrative purposes such as creation of collection development policy, staffing of library; and for reference services as well as cataloging. It is their professional guidance on which hinges the entire operation. Staff assistants are needed to perform routine library tasks such as checking in periodicals, books, circulating books,

photocopy services, shelving of books, typing catalog cards and letters, handling gift and exchange programs. Maintenance personnel should also be there. Shelves need dusting, floors swept, windows cleaned, books dusted, and moving of furniture. See annex V for suggested numbers of staff and levels.

H. Administration

The MAL is a nebulous creation. It has never been fully defined and has no official purpose. This is perhaps the reasons why the library has never received the needed attention. There is no written definition of what constitutes the MAL resources and facilities, the status of the library director, the status of the professional library staff within the Ministry. This must be done. There is no provision for an advisory committee of researchers and ministry workers. It is vital that MOA create these permanent library positions as soon as possible and define the library goal and purposes in conjunction with a qualified librarian.

Library organization within the various ministry departments should occur. A full report of materials in each section should be made to the MAL and materials duly processed and cards filed in the main card catalogue. Thus departmental libraries would contribute to the national scheme of information. In 1977 a preliminary report of departmental libraries was done. Rough information as to what exists in each department and station branch is recorded in MAL file 26/9a. This is the basis from which the MAL could check departmental holdings. Organizing departmental and branch libraries should occur after the MAL has organized the central library.

I. Branch Libraries

Branch libraries are only functional if easily accessible. At present none are. Reorganization is needed at all levels. The use of TO's as warm bodies in a library is not beneficial to the library or the TO. Too much variable information is lost through non transmission from transient TO's. This is clearly evidenced by the shape of these branches.

Much of what exists at the branches is not used and should be transferred to the central library for cataloging and circulation. Each branch should have those standard works used in consultation for a reference area and perhaps some periodicals. This would serve the basic immediate needs of the researcher. All further questions would be referred to the central library for professional assistance.

Each branch library would receive the monthly accessions list which would keep officers up to date with book purchases. Also the table of contents of important journals would be circulated and officers could indicate which article interests them. Only one copy of a given article should be sent to a station for retention in the library.

In order to take full advantage of the proposed system, officers from each branch should receive instruction on how to use the information and library system. Training seminars given by the librarian as the system is put in use should meet this need. This is a vital link in the system as researchers/officers are not familiar with the proposed system nor the best way in which to make use of it. Training seminars will improve the level of research work done by the officers.

There are many small branches of the MAL located on Capital Hill in the various departments. Most contain departmental reports and statistics vital to on-going research. These smaller branches should be combined

into one large branch accessible to all the ministry. Too much duplication of on-going research occurs as officers are not aware of work being done in other departments. A file of current departmental research topics and the officer in charge of research would be an invaluable tool for all doing research. Maintenance of such a file would be the responsibility of the librarian. There is a twofold reason for this file: First, it will give the librarian contact with all current researchers and he will learn their research information needs; second, the librarian or any researcher will easily be able to make contact with those who are doing similar research to share resources.

J. Maintenance

Often overlooked in proposals is the critical need of physical maintenance of the actual books, periodicals, and the library facility itself. Consideration must be given to repair and preservation for continued use of materials equipment and buildings.

Monographs in hard covers may stand up under long periods of use without rebinding. However, those bound in papercovers and in heavy demand as annual reports, proceedings and symposia need to be rebound quite soon after purchase.

Periodicals and reports pertinent to Africa arrive daily in a format that will not resist constant use. Therefore, a periodical binding program should be set up. Binding reduces loss of periodicals by keeping a given number of periodicals together in good condition.

Chitedze has lacked binding funds for several years, thus, binding or its substitute is needed for the last 3 - 5 years of all periodicals. When

considering a periodical for binding, one should remember that once a periodical is bound there is a recurrent cost each to continue the binding procedure. Since periodicals and reports are a major part of an agricultural library, subsequent costs for binding are high.

Chitedze faces two restrictions when considering binding. First, the photocopy machine does not make good copy from thickly bound books such as periodical volumes; (The major part of library photocopying is periodicals) second, many volumes are incomplete and, therefore, should not be bound. Discretion must be used initially when binding and complete records kept of the process. The library should make no attempt to do in-house binding but rather send materials to an outside bindery. Minor repairs can be done in-house by library assistants. A short instruction course by the librarian about binding and guidance in mending is all the training necessary to do minor repairs.

Man is not the only creature which contributes to book deterioration. Book worms, roaches, silverfish and various fungi also can do extensive damage. Maintenance precautions against these enemies are also needed to preserve the collection. The entire collection at Chitedze needs to be fumigated and dusted. The same treatment is needed for all branch stations. The national archivist may be able to suggest preservation methods needed.

V. PROJECT ANALYSIS

A. Holdings

The central library holdings as well as all branch holdings are sadly outdated. Improvement of this situation calls for an immediate holding increase. The holdings should be increased to at least 15,000 volumes over the next three years. This increment would include all purchased materials for the MAL and its branches. To do this, a core collection or an "opening

day collection" of approximately 5,000 volumes, including reference works for MAL, will be assembled. The USAID Library Advisor in conjunction with the UF Library which has had recent experience in large retrospective purchasing should work with BNA to provide this service. The librarians will prepare a library profile indicating the subject and non-subject parameters of their choice and BNA will supply the announcement forms with complete bibliographic information for their perusal. Suggested guidelines for "opening day collection" would be made from library profile, and various lists such as:

1. U.S. Department of Agriculture. National Agricultural Library. Selected List of American Agricultural Books in Print and Current Periodicals, Washington, D.C., 1975
2. Parker, Dorothy. Primer for Agricultural Libraries, 1969
3. Quarterly Bulletin of IAALD
4. United Nations Food and Agricultural Organization Catalog

This opening day collection will be ready to use upon arrival in Malawi. BNA will supply full cataloging and processing services for books purchased from them. Services will be tailored to meet MAL's needs. BNA will supply catalog card sets for each book, labels for call numbers, book pockets, circulation cards and date due slips. Thus, the MAL would have immediate access to all the purchased books.

After the opening day collection has been ordered, in order to make room for it weeding will be done by the Library Advisor. Staff weeded books will be placed in storage and one shelflist card made for access. Weeding will commence with the MAL and then its branches. Weeding will include all cataloged materials as well as uncataloged. Uncataloged materials and some cataloged materials will be used for gift and exchange purposes.

Periodicals comprise the largest part of an agricultural library collection; therefore, it is important to continue most of the periodical titles that the library now has as well as adding new titles suggested by faculty and bibliographic tools. Gaps in the collection can be filled by purchase of periodical backruns either in book format or in microform. This is an expensive but necessary purchase. (Purchase can be made through Faxon, USBE, or UMI.)

The list of needed periodical backruns will be compiled by the systematic listing either on a central binding card or a Kardex card of all periodicals in the MAL and its branches. Thus, a permanent serial holding will be established. A trained library assistant will monitor the Kardex, claim missing periodicals, and later prepare periodicals for binding.

The library map holding will be increased and properly stored. The librarian and Library Advisor will catalogue all maps with the help of a U.S. Map Librarian (Consideration should be given to the fact that UF has the one of leading map librarians, Dr. Helenjane Armstrong, who has already done extensive Malawi map cataloging). These cards would give representation of the physical map holdings.

The library must give consideration to the state of the art of library science. It cannot blindly purchase only traditionally information forms such as books. A concerted effort to modernize the library in terms of microforms is needed. Backruns of periodicals not complete could be purchased on microforms. Another factor in favor of acquiring microforms is limited library storage space. Microforms take up little room in comparison with books and journals. The trick is educating the officer to use them. More and more publishers are offering materials on microform and they are less expensive than book format. International organizations offer all their publications on microform at a reduced rate or gratis.

Once the actual assessment inventory of all library and branch holdings has been done the information will be used to create a union catalog at MAI so that researchers will know what information is where.

B. Physical Environment

Increased library holdings means that additional space will be needed to house the materials. Present space is not adequate for present needs. In order to house the present collection when it has integrated a larger facility is needed and should be planned for in Phase II.

Good planning is fundamental to the success of the library structure, therefore, a library building consultant will be hired to work with a contracted architect in Phase II (see recent World Bank expansion plans for Chancellor College, University Librarian should be able to make the needed consultant suggestions). It is the consultant's task to describe each element of the building/expansion and to show where the element needs to be in relation to the other elements so that the architect will know how to combine them in one building.

Basic elements the library consultant will discuss include:

- 1) The introduction to the building which includes the vestibule; the lobby; the circulation services -- including the desks, office, work space, books and storage involved in circulation; the card catalog, periodicals indexes, serials record control and reference service.
- 2) Technical services which include mail area, acquisitions department, catalog department, a photocopy area, microfilm reader area, computer terminal area, serials work area and mending area.
- 3) Books and readers which must include books stacks, microforms storage, map storage and reading facilities for all. He must consider types of readers and associated kinds of facilities. He must allow for eventual computerization.

4) Miscellaneous elements of the library include the staff room, audio-visual facilities, custodian's work space, library lighting, fenestration, climate control, dimensional problems both horizontal and vertical, and furnishings. For further discussion of building needs see Annex II, basic library inter-relationships and and Annex IV library equipment.

A contract with a local pest control service must be established for the library at the time of building expansion. The holdings and buildings should be fumigated to decontaminate before the opening day collection is added. The building consultant will assist the librarian in deciding what structural controls are needed (i.e., air conditioning, lighting, etc.).

It should be noted that these are guidelines and suggestions which the planner and architect should follows.

Projected space need will reach crisis level by end of second year, therefore, it is imperative that building begin as soon as possible in Phase II.

C. Acquisition

A major overhaul of acquisitions will be done at MAL and all branch libraries. It is fundamentally the channeling of all ministry requests through the librarian in a centralized acquisitions program.

To build a selective library for agricultural research depends on cooperation between officers and library staff. The following procedures should be implemented:

- 1) The book budget will be allocated by the ministry librarian with the advise of the library committee. The Library Advisory Committee will be composed of various ministry officials and station officers.
- 2) Each ministry department and research branch will have appointed

a separate library coordinator of book purchases and all orders by the department or research branch will be channelled through him. The coordinator will also represent the special needs and problems of the department or branch to the library and his opinions will be solicited on subscriptions.

3) Order cards will be distributed throughout the ministry to the coordinators who will be given instructions on how to fill them out.

4) In order that the acquisition program be balanced and consistent throughout the year, departmental and branch allocations will be spent regularly each month, but with special emphasis on using a substantial portion of the allocation during the first half of the fiscal year. If purchase orders from coordinators are held to two or three large orders during the year, a serious bottleneck in library acquisitions and cataloging procedures will occur.

5) Approximately 25% of the book fund will be allocated for general purposes. This is necessary because of the current commitments for periodicals, continuations and replacements. The procedures for ordering general books and reference materials will be clearly enumerated by the Ministry librarian and staff. A special contingency fund for major purchases which cannot be met from any one fund should be created and the method of recommending and approving such requests made clear to the coordinating officers.

In summary, the task of selecting books is jointly shared with officers. While permitting flexibility, the organization will provide for orderly, systematic acquisition, and for the involvement of the library staff in all selections as well as in an advisory capacity for departmental requests. The staff involvement must be a continuous, systematic effort to cover the bibliographic sources if book selection is not to be haphazard.

In order to achieve this broad coverage bibliographic tools are needed. The

opening day collection will include subscriptions to basic tools such as BIP and BBIP, etc. Because the library has limited human and fiscal resources, a good book dealer is absolutely essential. Book dealers consolidate library book orders from various publishers into one order, thereby materially cutting down on record keeping and multiplication of bills. The dealer is familiar with library procedures and the libraries needs. He simplifies adjustments which are common in acquisition work. The other major libraries in Malawi use B.H. Blackwell as their dealer.

B.H. Blackwell and its sister organization Blackwell North America are best suited to fulfill all the needs of the MAL as well as having in-country representation.

Having established book dealer ties the librarian will concentrate on centralizing the order process for the ministry. All departments and stations will funnel their requests to the acquisition department who has the responsibility to order the book on allocated funds. They must determine whether recommended materials are already in the library. From experience in searching and in ordering, the acquisitions department is made aware of strengths and weaknesses of the collection. It is, therefore, incumbent on the acquisition librarian to watch for opportunity to fill the lacunae with the help of a book dealer.

The relationship between acquisitions and the accounts or finance office is close and very important. Presentation of library bills approved for payment to Accounts Office and checking of account office ledger sheets helps the library keep an accurate record of its accounts. Differences and adjustments must be attended to promptly which is why placing orders through bookdealers is desirable.

Book buying is a specialized job requiring a specialized knowledge of the book market and books; for this reason the library must be autonomous in selecting its suppliers. Further because expedition is frequently the deciding factor in securing materials the library must have a system to expedite the needed signatures as time lags will cost the library in terms of lost books, orders and money. The Ministry Library must have authorization to dispense the library funds once allocations have been decided in conjunction with Library Advisory Board.

All periodical subscriptions will be placed with a reliable dealer or directly if no dealer is available. The dealer placed order will ensure continuous coverage, easy adjustments and easy claim procedures. All periodical subscriptions for all branches would be placed by the central library. In some cases needed duplicate subscriptions will be sent to branches but the core of the library's periodicals will remain at MAL under controls. These controls include a Kardex system to check in periodicals and a missing issue claim procedure for each periodical. The library assistant will be trained to handle routine work. A step by step manual will be created by the librarian to help train future workers as well as maintain continuity. Branch libraries with periodicals received directly will be expected to keep track of their periodicals in the same manner.

Subscriptions now received at MANR will be sent directly to the central library to be distributed or retained. This will eliminate months of needless delay and loss of materials. To accomplish this a simple mailing address change is done. The order file will maintain routing procedures for each multiple book purchase (e.g., FAO trade year book copies) and the Kardex will keep track of serial publications routings.

All acquisition functions must be centralized and cleared through a librarian. This person combines his business skill with his knowledge of trade bibliographies, the professional organization of the book trade and its background. Records will be kept to the essentials and, as far as possible, designed to enable the appropriate information to be passed on from one stage to another. The procedures are straight and undeviating from verification and checking of orders to the order process itself, until all the information is passed on into the hands of the cataloger. See Annex III for pertinent information included in the order routine.

The last major areas of acquisition is gift and exchange. In order to collect only those which are agriculturally oriented a gift and exchange policy will be written. The same organizational principles of acquisition apply to gift and exchanges as to purchases. Once the gift and exchange policy is written, the library must be provided with copies of all publications available for distribution in the ministry. Any incoming exchange or gift request will be handled by the library not individual departments. Thus, records are kept of materials on exchange, date sent, materials received in exchange, etc. All of this information could be kept in the order file.

D. Cataloging

The main task of the catalog area is the preparation of all cataloged material for public use and the production and maintenance of the card catalog.

Organization division of the catalog area will be along functional lines to separate clerical from professional aspects of cataloging. The usual processing of typing, filing, reproducing cards from master copy, and the mechanical preparation of the books are assigned to clerical staff members.

The librarian concerns himself with the editing and revision of printed card, original cataloging, supervision, and special problems involving linguistical ability and knowledge of bibliographical organization principles.

Cataloging is a complex and meticulous process. New clerical staff and librarians will learn the business of cataloging and classification from a senior experienced co-worker by in-house training. In-house training and written procedural manuals assure continuity of the procedures and maintenance of the quality work accomplished which the MAL now lacks.

Most catalog copy is work needed to produce catalogue cards, will be purchased from book dealers. This will include the book card set, call number processing of it (book pocket, date due slip, stamp and call number labels). The cost/benefit of purchased cataloging is enormous. The MAL does not have any trained catalogers, and it cannot at present afford to hire any if they were available in country. The cost of purchased copy is minimal when compared to the man hours needed to produce one card set. Purchased copy also frees staff to work in other areas. Once a book is purchased with processing, the library basically files the cards and puts the book in circulation. Thus, the library staff have time to devote to reclassification of holdings and doing original cataloging. The latter is extremely important as all ministry publication will be original copy or shared copy. (Shared copy is cataloging done by another library such as Bunda College.) International organizations such as FAO and UN publications are either done as original copy or card sets may be purchased from book dealers even though the book was not purchased through a dealer.

The card catalog of MAL and branches is not usable as too many mistakes have occurred through lack of knowledge of the system. Written filing and cataloging rules will be adopted and used. To be consistent with other institutions AACR II

rules should be used. The card catalog will be a divided catalog as it is easier to consult, simplifies filing and makes more obvious the subject approach. This is needed in a system where the classed subject concept is unfamiliar. The last component of the card catalog is the shelflist. The upkeep of the shelflist is an important but time consuming task. The shelflist provides a separate entry for every title in the library which has a distinctive call number; it records all copies of each book belonging to the library and tells copy location. It is used to avoid duplication of call numbers, to promote uniformity and consistency in assigning classification and book numbers, and to provide a checklist in taking stock inventory.

The holdings now cataloged by Dewey Decimal system will be weeded and reclassified into the Library of Congress System. This will ensure uniformity throughout Malawi's research and university libraries. The weeding will be given priority the first year. Reclassification will be done by requesting cards sets from dealers or other libraries. Copy of cards may be obtained in country from Bunda and Chancellor Colleges or by agreement with a counterpart library in the U.S. with access to OCLC data base.

It is imperative that this be done as soon as possible, however, as only the Library Advisor will have the skill necessary to direct the operation. The Ministry Librarian will assist and learn as much practical weeding and cataloging procedures as possible prior to U.S. training.

The cataloging process is usually done for booklength materials; indexing is done for articles. This indexing or documentation is referred to by both Massill and David. Access to Malawi reports, papers or documents is crucial to research work. It is why MAL must be a depository for all MOA publications. It is essential that an index be compiled for these works. As MAL will have access to all MANR publications, it will be responsible for compiling the index in cooperation with library staff at Bunda. The shared capability of

the two institutions once MAL becomes operational is sufficient for the initial implementation phases described by David in her report on the NDC. At this point in development neither Bunda College nor MOA can do the work alone. The strain on human resources would be too great. Bunda College and MAL should reach an agreement as to which institution will index what materials. This joint indexing will speed the process up and be beneficial to both institutions as the created index of Malawi agricultural publications would be heavily used in both institutions. The third benefit reaped from this effort would be that this indexing would be the basis for Malawi input into the FAO Agris system. The training provided by FAO suggested in their 1977 report would be an excellent start for the needed indexing of Malawi agricultural publications.

Provisions of initial library skills would be done by Bunda College as the MAL library would not have librarian until 1983. Bunda College should receive the first training session in Rome, a second session should be provided for MAL staff when they have sufficiently mastered the necessary library skills. This would occur in Phase II of MAL development.

E. Circulation

The circulation policy delineated earlier will provide better control of library materials than what now exists. The actual circulation system will include a card pocket charging system until the library has capacity to change to a computerized system. Library assistants will charge out books to the officers; send out overdue notices; collect fines; do the photocopies. Procedures for this will be written out in the circulation manual so that staff changes will not change the routine.

The largest share of circulation work will be photocopying articles and microforms to be sent to various users. Two library assistants will receive in-house training on the operation and maintenance of the machine. They will

be the only people who will do photocopying. They will record the number of copies done, cost of copies and for whom the work was done. They will send at least a monthly statement to the accounts section so that accounts will bill the proper department or person. The cost of copies should be just enough to supply the library with paper, ink and repairs. A maintenance contract will be established to service the machines.

F. Reference Services

The heart of any library is intricate and delicate as well as highly individualistic. It is extremely difficult to define the actual day to day function of reference but it is the key to the use of the library.

The librarian and his staff assist the user in many ways. They directly assist through direction question, informational question, simple and complex reference questions. Patrons are most familiar with the first three types of questions and assume that is the major function of reference personnel, when, in fact, the latter is the prime function of reference. Complex reference questions elicit bibliographies by librarians data base searching, and seminars on certain library tools, used by the patron. To provide this service a reference collection is needed to support the staff. It will be part of the "opening day collection".

The library staff must be active in serving the user as most of them will not know how to get the best use out of a good library. To create an awareness of what the library can initially and ultimately offer its officers, seminars on library and research related topics should be given by the Library Advisor and later the Ministry Librarian. These will be designed to encourage officers to use the new available materials and to introduce new sources of information. These training seminars are a vital link in building the officer's confidence in the MAL as well as establishing important ties for the librarians.

Another reference service, that of interlibrary loans, needs to be developed further. The MAL now only loans to Bunda College with any regularity. Formal ILL policy should be established and ties created with other libraries in Malawi which use MAL material. This policy will be a simple amplification of the circulation policy used for branch libraries.

Reference services make use of all available resources. The librarian must constantly be aware of the user needs and the sources to fill these needs. With the advent of computer facilities, reference will be in greater demand. The reference staff must be able to meet the needs that will be generated by normal library use.

G. Personnel

The library at Chitedze now has one TO position, one library assistant and one library clerk as permanent staff. There is a temporary messenger/cleaner. The MAL has a minimum need of two librarians. One who will serve as the ministry librarian directing policy as well as supervising Chitedze and the ministry branches. The other librarian will be the assistant librarian and will assist in managing the central library. See Annex XI for sample job descriptions and qualifications. The minimum library support staff must include a secretary, two clerk/typists, three senior library assistants; three library assistant; three library clerks and one messenger/cleaner all based at Chitedze. A senior library assistant will be placed at Capital Hill as well as a messenger/cleaner. Plans should be made for an increment in personnel after the first three years in Phase II. See annexes XI for their job descriptions. See Annexes VI, VII, VIII for details of library staff structures in the various phases of MAL development.

The MOA has presently slots for two library staff: one library assistant and one library clerk. It will need to create positions for one ministry

librarian (S 7-5); one diploma librarian (SEO/CEO to be upgraded in Phase II); four senior library assistants (MCE and MALA training and/or experience); three library assistants (MCE level); three library clerks (primary certificate or JCE); one secretary; two clerk typists; and two messenger/cleaners. It is essential that the MOA create these jobs as soon as the project is amended so that Treasury will have the time to approve these positions. They must be ready when the Library Advisor arrives in Malawi in month 37 so that staff hiring may commence in month 38.

Proper training of staff is imperative if the library is to function properly. Two candidates must be immediately selected for library training. One candidate must have a B.Sc. or B.A. and be willing to work on an MLS in the U.S. The MLS degree takes eighteen months to complete during which time the candidate will receive practical experience in the United State libraries. Experience in an U.S. agricultural library during the MLS degree will give the new librarian an idea of how to organize and manage different sections of the library. When the librarian is ready to return to Malawi, he will spend a month touring U.S. and European libraries.

The other candidate will do studies at the diploma level at University of Botswana. This will be a two year course of studies.

Existing library staff will be given the opportunity to attend the MALA library assistant course in Zomba over a two year period. Remaining MALA level positions will need to be advertized and trained during this period.

Library assistants will be hired by the Library Advisor as well as needed clerk/typists. In-service training will be an on-going process for all staff members. Professional motivation must be encouraged. Librarians and staff will attend workshops, conferences, and seminars to keep up with professional trends. It is particularly important that the library be

presented in IAALD (International Association of Agricultural Libraries and Documentalists).

During the time that the ministry librarian is out of country training, the library may look for support from Peace Corps Volunteers or VSO to help establish the library. These positions would become Malawian during Phase II of library development. See Annexes VI and VII for library staff development Phase I and Phase II.

Staff development is the key to the successful functioning of the ministry library. There must be measures included in the ministry to create a government staffing structure for library personnel as the present policy is inadequate for projected needs in the ministry and in the establishment of the NDC.

Phase I of the staffing level is the absolute minimum with which the library could operate on a temporary basis. The return of the trained MLS marks Phase II and the need to expand staff is again experienced. This will be due partly to the labor intensive work done in a library as well as growth of the collection will demand more personnel to keep up with work needed to be done. It should be noted that Phase II also marks the end of allocated USAID funds. See Financial Plan for more detailed analysis of funding.

Phase II in terms of increased staffing means increased training. For planning purposes Phase II will be considered as 5 years. Training will be needed as follows: The diploma librarian trained under Phase I will be sent to post graduate school in a developing country or perhaps England (depends on source of funding) to obtain his A.L.A. or equivalent accepted by British Library Association on which Malawi base their professional organization. Four MALA Senior Library Assistants will be sent for a diploma in library science. This is the way a gradual upgrading of staff

will occur in each of the sections of the library. To replace those up-graded staff an additional 6 more MCE will be trained in the MALA course. The returning 4 diplomas will replace VSO and Peace Corps in year 3 of Phase II. The MALA certificates will also be ready to step up in year 3. Year 3 would need more Senior Library Assistants for branches. During the last two years concentrated efforts will be made to upgrade branch libraries. MALA certificates will be placed in charge of the branches under the direct supervision of the Chitedze Librarian. See staff chart Annex VII for interlibrary personnel relationships.

The Ministry Librarian and the degree/ALA Librarian should be sent for the second phase of FAO training as outlined in the 1977 FAO report in year 5. It should be noted that clerical staff such as typists, and junior clerks will need to increase at the same time there is an increase in upper level staffing.

Phase III will initiate another five years program. During this period training may be needed due to natural attrition in staff on the diploma level. All mid-level positions in central library such as described in job description should be upgraded to an ALA or MLS position so a training need for at least 3-4 MLS/ALA would exist. At the same time diploma training should be done for all senior library clerks so that the chain of command would be by the end of five years as follows: Ministry Librarian -- Main Library Director -- Acquisition, Catalogue, Circulation, Reference Librarians -- Senior Library Assistants (diploma); Senior Library Assistants Library Assistants, Clerk/Typists, custodians. See Annex VIII for library chart. Also during Phase III all library personnel will become conversant with use of computer.

Phase IV. During this 5 year period staffing priorities will be firmly established. Mobility in positions will be clearly defined and computerization of many library tasks will keep the need for increased staffing low.

H. Administration

The library charter will incorporate the library as part of the Ministry of Agriculture. It will define the library resources and facilities, the status of the Ministry Librarian, the status of the professional staff, the status of para-professional staff and provide for a ministry-wide library advisory committee.

The Ministry Library charter should be drawn up by library working committee and approved by the MOA before the USAID contract is amended. These basic requirements give the library status and a basis for operation. See Annex VI for proposed staff recommendations. This will ensure that by the time the Library Advisor is hired and the librarians trained, the proper authority will be invested in the Ministry Librarian so that he will be able to fulfill his duties.

The scope and nature of the Ministry Library services shall be defined in specific objectives and functions. The Charter should state whether the library is to serve only the ministry clientele or whether it is available to the public. The nature of library resources should be defined. The charter should explicitly state that all resources, whether acquired by purchase, gift or exchange, regardless of their location in the ministry are automatically the property of the ministry. This assumes that the resources of all integral parts of the MOA will be considered MOA property. This definition includes buildings, equipment, supplies, furniture, as well as books, microforms and audio-visual aids. It does not involve personal property of ministry officials. The charter should insist on formally trained librarians and provide them with salaries commensurate with their education.

The library committee should be advisory, not operational. The charter

should specify the advisory nature of the committee otherwise the functions of library staff and ministry personnel will overlap.

Efficient administration on the part of the Ministry Librarian requires forecasting and planning in relation to the library's objectives, sensible organization of appropriate activities, calculation of material and personnel requirements, selection assignment, training and supervision of personnel. The authority to do this is derived from the library charter. The library administrative hierarchical structure is shown in Annexes VI, VII and VIII.

In drawing up the program for development of resources and services to support the ministry objectives, the Ministry Librarian needs not only a sound appraisal of available resources and operating conditions of the library, but he must have also specific knowledge of the financial and administrative support that the ministry is willing to provide for future development. Without adequate funding assured the library, operational support falters and the library degenerates quickly to an under-staffed, under-stocked room in which little can be found. It is, therefore, absolutely necessary that the library be assured separate operational budget or vote of the total ministry vote. It is imperative to function properly that this vote be 10% of the total ministry vote by end of Phase II.

Initially 10% of the MOA budget is impossible due to the ever tightening financial restraints the ministry has. This is why the Library Advisor and Ministry Librarian are so important. It is their responsibility to secure the needed funds through the ministry which supplies as much as it can and through other donors. One of the objectives of the USAID Library Advisor will be to seek more library funding from donors to continue the growth of the library in Phase II.

If the staff is small and untrained, the book collection inadequate to support the ministry or widely dispersed among facilities where the librarian has no control, any program he devises will be ineffective. He must be given the manpower, financial resources, materials and authority. With these, he can plan and present for the approval of the Deputy Secretary and the Secretary of Agriculture a realistic program.

I. Maintenance

Provision of maintenance is essential to the smooth running of any organization; the library is no exception. There is a need for competent staff to sweep floors, dust books and spray for insects. Book binding should be done in Phase I of the project. Binding may be sent to Likuni Press as it is the closest bindery. Maintenance of photocopy machines is essential. Another maintenance factor is the telephone lines to Chitedze. The new exchange is desperately needed as communications difficulties only impede the library function and services. Without a good maintenance program, all the work done by the library staff is wasted. Books deteriorate rapidly; insects eat the glue in bindings; dust clogs machines; machines fall in disrepair and do not function when the staff need them. To solve maintenance problems with equipment, a service contract must be established for the library in connection with those for other areas of the ministry. This will insure continuous operation of most of the machines.

J. Branch Libraries

The Capitol Hill branch will begin operation in Phase I under USAID contract. It will be staffed by a MALA trained Library Assistant. All other branch libraries will be equipped with a small reference library and MALA Library Assistant in Phase II of the library development. See Annexes VI and VII for staffing.

VI FINANCIAL PLAN

A. USAID Contribution

The financial cooperation between MG and USAID Lilongwe for the library staffing and administration of Phase I will include a USAID contribution to the project as follows:

1. Personnel

One library advisor in Malawi (GS 10-12), 10 long-term consultant 24 person-months includes overhead and benefits and travel	\$200,000
One USAID/W Evaluation person (one person-month)	11,000

TOTAL	\$ 211,000

2. Training

One librarian 20 person-months for MLS degree	54,000
Four library assistants at MALA course in- country	1,000
One library diploma at University of Botswana (24 person-months)	36,000

TOTAL	\$ 91,000

3. Commodities

Core collection	200,000
Shipping	10,000
Books, periodicals, microforms	60,000
Library supplies	40,000
Library equipment	45,645
Library miscellaneous	3,000
Library binding	4,000

	\$ 362,645

4. Library Furniture

5,000

TOTAL USAID Contribution \$ 669,645

B. MOA/MG Contribution

The MOA/MG contribution to the library upgrading includes present library facilities, salaries and travel costs for library staff and library operational costs.

Estimated value of MOA/MG contribution is K 65,992

Salaries, library operational costs and book funds will be recurrent costs.

Total cost for the two-year amendment to MG/MOA is:

<u>1. Personnel</u>	One Year Contract	
* One Ministry Librarian (S 5-7)	7,098	
* One Assistant Library Director (SEO/CEO)	2,820	
Four Senior Library Assistants (MALA)	6,252	
Three Library Assistants (MCE)	4,320	
Three Library Clerks (Primary leave cert or JCE)	1,710	
One Secretary	1,857	
Two Clerk/Typists	1,752	
Two Messenger/Cleaners	570	
TOTAL	26,379	K 32,922
<u>2. Library Operations</u>		
A. Communications, postage shipping	4,000	
B. Periodical subscriptions	16,000	
C. Travel costs for training, in-country travel, MALA travel, etc.	7,000	
D. Maintenance	2,000	
E. Contingency Fund	4,000	
TOTAL	33,000	K 33,000

		K 65,922

* No salaries during contract-in training

C. Multinational Donors

There are many other agencies which have indicated they would be willing to contribute funds for books, supplies and equipment once there was proper staffing. The British Council has asked the MAL to furnish them with a desirata list of British published books for presentation. USICA has expressed interest in a book presentation. Book funding should also be available from UNDP/FAO. Therefore, once firmly established, the MAL should be able to supplement its budget through grants and aid from many donors. In future donor contracts the MOA should allow for book funds to support project works and strengthen library holdings as little work can be accomplished without proper informational sources.

D. Summary Table of Library Costs

USAID Contribution	\$ 669,645
MOA/MG Contribution	K 65,922

E. Recurrent MOA/MG Costs by end of Phase I

Annexes IX and X show estimated library expenditure by USAID and MOA/MG respectively for the remaining two years of project implementation FY-83, FY-84. An important aspect of the library section is the analysis of recurrent costs to MOA/MG of the proposed library facility, staff and equipment.

1. Personnel

1 Ministry Librarian (37-5)	7,098
1 Assistant Library Director (SEO/CEO)	2,820
4 Senior Library Assistants (MAIA)	6,252
3 Library Assistants (MCE)	4,320
3 Library Clerks (JCE or Prim Leave Cert)	1,710

1 Secretary	1,857	
2 Clerk/Typists	1,752	
2 messenger/cleaners	570	
	<hr/>	
	26,379	26,379
2. <u>Library Operations</u>		
A. Communications, postage, and shipping	7,000	
B. Travel (in-country and foreign)	6,000	
C. Maintenance	2,000	
	<hr/>	
TOTAL	15,000	15,000
3. <u>Library Materials</u>		
A. Books	10,000	
B. Journal Subscriptions	10,000	
C. Binding	2,000	
D. Supplies	5,000	
E. Equipment	3,000	
	<hr/>	
TOTAL	30,000	30,000
4. <u>Contingency Fund</u>	3,000	<u>3,000</u>
Total MG/MOA Recurrent Costs		<u><u>74,379</u></u>

These recurrent costs will be met by an appropriate allocation from the total MOA annual budget. It should be at the end of five years that it is approximately 2 - 10% of the budget. These costs should be covered by the library vote. The MOA must understand the importance of continuing journal subscriptions and the provision of proper maintenance.

If financial priorities must be established, first priority would be the training and hiring of qualified librarians and the staff.. Second priority will be a core collection. The third would be the physical housing of the library according to furnishing, fittings and equipment.

VII. IMPLEMENTATION PLAN

A. Contract Technicians and Consultants

The principle duties and responsibilities of the members of the contract team:

1. Library Advisory (24 person-months)
 - a. Serves as counterpart and advisor to Ministry Librarian
 - b. In collaboration with Ministry Librarian assumes responsibility for the operation of the library and completion of library plan for development of library services resources.
2. Evaluation Person USAID/W (1 person-month)
 - a. Evaluates MAL in final year of project
 - b. Makes suggestions for Phase II

B. Implementation Summary

	<u>Month</u>	<u>Responsibility</u>
1. Project Ammended	30	UF/MG/USAID
2. <u>MOA creates library charter</u>	30	MOA/MG
3. <u>MOA Makes MAL depository for MOA publications and pertinent FAO publications</u>	30	MOA/MG
4. Process started for separate MAL vote in MOA	31	MOA/MG
5. All previous MOA departmental book votes are grouped under	31	MOA/MG
6. Selection of Library Advisor	31	UF
7. Selection of Library Trainees	31	UF/MOA
8. Library Advisor arrives	37	UF
9. MLS and diploma training begin	37	MOA/UF
10. Two Library Assistants to MALA Course	37	MOA/UF
11. <u>Library Advisor drafts Collection Development Policy</u>		
12. Begin hiring new staff	38	MOA/UF
13. Start inventory all MAL holdings	39	UF/MOA

	<u>Month</u>	<u>Responsibility</u>
14. Start weeding all MAL holdings	39	UF/MOA
15. <u>Submit library profile for core collection</u>	39	UF/MOA
16. Order library supplies	39	US/USAID
17. Order library equipment	39	UF/USAID
18. Order library furniture	39	UF/USAID
19. <u>Submit budget request to MOA/USAID</u>	39	UF/MOA
20. <u>Quarterly workplan</u>	39	UF
21. Start monthly accessions list	40	UF/MOA
22. Seminar on book order procedure/seminar on how to use library	41	UF/MOA
23. <u>Quarterly workplan</u>	42	UF
24. Start SDI monthly	43	MOA/UF
25. Core Collection arrives	43	UF
26. Consolidate periodical subscriptions	44	UF/MOA
27. <u>Quarterly workplan</u>	45	UF
28. Begin cataloging MAL	45	MOA/UF
29. Seminar on how to use library	48	UF/MOA
30. Return 2 MALA to work	48	MOA/UF
31. Annual Report	48	UF
32. Sent 2 MALA to train	49	MOA/UF
33. Order library supplies	50	UF/MOA
34. <u>Submit budget requests MOA/USAID</u>	50	UF/MOA
35. <u>Quarterly workplan</u>	51	UF
36. <u>Quarterly workplan</u>	54	UF
37. End MLS training	55	UF/MOA
38. MLS travel	56	UF/USAID
39. Seminar on how to use library	56	UF/MOA
40. <u>Quarterly workplan</u>	57	UF
41. <u>Evaluation USAID/W</u>	59	USAID
42. Return diploma to work	60	MOA/UF
43. Return 2 MALA certificates	60	MOA/UF
44. <u>Advisor final report</u>	60	

VIII. EVALUATION PLAN

Because of the nature of the project, the Library Advisor's reporting requirements and the project's implementation coincide with evaluation arrangements. In the above implementation schedule, certain actions have been underlined indicating significant reports to be prepared by University of Florida or MG personnel. Copies of these reports will be submitted to USAID for review and evaluation. In addition a library evaluation expert from USAID/Washington will review the library in FY-84. The expert/consultant will evaluate the following aspects of the library: 1) administration; 2) book collection; 3) staff; 4) finance; 5) physical plant; 6) technical process; and 7) library use.

In summary, the combined reporting and evaluation program will be scheduled as follows:

- | | |
|--|----------|
| 1. MOA creates library charter | month 30 |
| 2. MOA declares MAL depository library | month 30 |
| 3. Library Advisor drafts collection development policy | month 38 |
| 4. Library Advisor submits library profile for core collection | month 39 |
| 5. Library Advisor submits budget request to MOA/USAID | month 39 |
| 6. Quarterly Workplan | month 39 |
| 7. Quarterly Workplan | month 42 |
| 8. Quarterly Workplan | month 45 |
| 9. Annual Report | month 48 |
| 10. Submit budget requests MOA/USAID | month 50 |
| 11. Quarterly Workplan | month 51 |
| 12. Quarterly Workplan | month 54 |
| 13. Quarterly Workplan | month 57 |
| 14. Evaluation Report USAID/W | month 59 |
| 15. Library Advisor final report | month 60 |

GUIDELINES FOR MAL COLLECTION DEVELOPMENT POLICY

A collection development policy is the basic philosophy of acquisitions for the MAL. It emphasizes selection, integration and direction rather than a general acceptance of anything. The selection of titles must be related to current research, planning and development needs as well as present holdings. Ministry personnel and library staff share the responsibility for selection. Their ability to predict future need is essential since library funds are limited. Listed below are points which need to be considered in drafting a collection development policy:

1. Flexibility is needed in selecting books so that funds may be applied to acquire items that are important, regardless of whether or not they are germane to someone's specific interest.
2. Duplication is an important issue since funds are limited. It should be avoided wherever possible. It is understandable that some duplications are necessary for research stations, ADD's, etc; but as a general rule, ministry personnel want more duplicates than are necessary.
3. Subscriptions to journals must be carefully selected because they are a continuing expense in terms of renewal, binding and shelf space. Each department as a whole should consider the journal before a request is submitted to the librarian. Equally important is that no title should be discontinued without consideration as to what effect it will have on the collection.
4. The question of backfile completion always arise in the case of journals. A decision must be made whether or not to purchase, on what form the purchase will be made, and how many years will be included in the purchase.
5. The policy statement should clearly define the term book funds and that they will be used to cover all types of print and nonprint materials.
6. Certain types of materials do not belong in the library. These could be defined in terms of subjects excluded from collection under Library of Congress

Classification (e.g., all "B" and "P" schedules). The policy should state that library funds will not be used to pay for these materials.

7. The library will add to its collection by gifts and exchanges as well as purchases. Gifts will be accepted with the understanding that the library will select what it needs, discard or exchange with other libraries what it does not need and assimilate into the collection what it keeps.

BASIC INTERRELATIONSHIPS OF A LIBRARY BUILDING

There are certain basic interrelationships that are common to all library buildings and there are others that have to be worked out for each individual library.

Basic Interrelationships

1. There should be one central exit control point at which all who leave the building can be checked to make certain the library materials they are taking out have been properly charged out. This control point needs to be so designed that it will permit fast handling of the normal maximum number of patrons that will be leaving at one time. Normally, the exit and entrance are located in one place. If there has to be more than one public entrance and exit, these should be arranged so that all patrons pass a single central exit point before leaving the building.

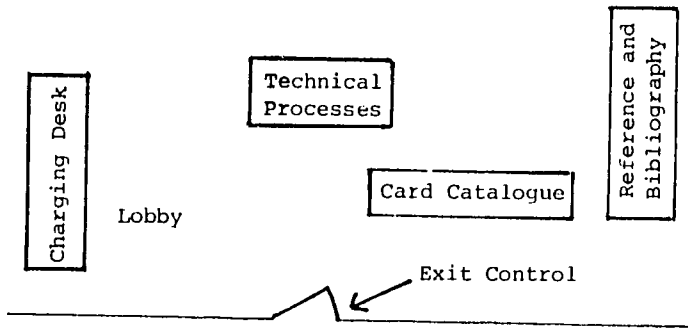
The purpose of the vestibule, foyer or lobby is to keep undesirable weather outside and to make possible a suitable place for a central exit control point between exterior and interior doors as well as locker space for library users.

2. Immediately beyond, one should see the tools and services that serve as keys to the library--catalog, reference service, bibliographies. People who come into a library consist of three groups: those who know where the books (or place they want to study) are; those who don't; and those who come for information. Therefore, these services should be visible to the library user as soon as he enters the library.

The layout design and placing of these functions constitute a problem that is unique to libraries for the reason that, not only must each function have the right space relationship to the other functions, but also to the technical processes.

This situation exists because adding publications to the library and cataloging them involves very frequent use of the card catalog and reference tools. Much valuable time will be lost unless the distance is short.

Theoretical Relationship of Keys to Library



Traffic Patterns

Traffic should be planned so that after passing the control exit point, the pattern should divide the traffic in two ways: 1) for those who need to use the library keys and 2) for those who wish to go directly to the place they want to be.

Books and Readers

Provisions for books and readers will depend on whether the library building is a fixed function building or a modular building. Only the librarian, consultant and architect can decide this; they will have to consider these factors:

1. Climate. Temperature and humidity requirements for books and people are quite similar. Comparison from various sources suggests a temperature range of 65 to 75°F, combined with about 50% relative humidity as a desirable indoor climate. Air motion, dust, bacteria and odors must also be taken into consideration according to local conditions.

Storage areas for books should be well ventilated and safeguarded against excessive dampness or aridity, direct sunlight, heavy dust penetration and book destroying insects, fungi, rodents, etc. With the relative humidity at 50%, no microfungi will grow on the covers of the books,

especially in humid climates. The air temperature is less important.

The best temperature range for permanent preservation of paper is 70-75^oF and RH of 50%. W. J. Plumb has written many articles on preservation of library materials which the Ministry Librarian, consultant and architect should consult.

2. Thickness of floors. Floor thickness is determined not only by the type of lighting to be used or duct work, but by size of the module. If all three factors are properly related, the floor thickness can be kept down to 16 to 18 inches.

3. Effects of methods of arranging books and services for readers. A modular building permits a kind of organization that is impossible in a fixed function building. All types of facilities for readers can be mixed in with the book collection in a wide variety of patterns without permanent commitments. Space for expansion to be planned in regular increments of time. As the building is expanded, the new space can be occupied according to the needs of that time without involving constructional alterations in the original building.

In a fixed function building, it is necessary to define in advance and for the life of the building, the spaces that are to be used for housing of books, the seating of readers and other specialized functions.

Allowances must be made for growth of the collection and possible increases in staff and students. The building must be planned in such a manner that expansion of each kind of space will be possible without wrecking the total unity of service throughout the entire building.

ORDER ROUTINE

Essential elements of the order procedure are as follows:

1. Recommendations for new books go to Ministry Librarian for approval
2. Disapproved recommendations are returned to maker with an explanation.
3. Approved recommendations go to order section of acquisitions for processing.
4. Acquisition department then performs the following activities:
 - a. It verifies author, title and other bibliographic information for item.
 - b. It checks the card catalog to determine whether the item is already owned by the library.
 - c. If it is owned, the recommendation is returned to sender with an explanation.
 - d. If it is not owned, the department proceeds to check the records of outstanding orders, books newly received and in process.
 - e. If the title is not in these records, the department
 1. selects a dealer or publisher to whom the order will go and prepare an order form;
 2. mails the orders and
 3. makes a record of the financial obligation in its accounts.
 - f. At this point, the acquisition department may order printed catalog cards for books if they are available.
5. When the books are received, they are checked against the dealer's invoice. Prices and discounts are verified and the net price is entered on the book order card together with date of receipt. A record of expenditures is made in the financial account. The card is filed in an accessions file, and the invoice, if correct, is marked appropriately and sent to the MOA financial authority for payment.
6. The book is sent to cataloging and prepared for use.

LIBRARY EQUIPMENT

<u>Amount</u>	<u>Item</u>	<u>Cost</u>
1	Kardex	\$ 800
5	Three-shelf booktrucks	750
1	Atlas Stand	415
2	Microform cabinets	1,000
2	Typewriters	3,000
2	Filing Cabinets	350
2	Map Cases and Bases	4,500
2	Typing Tables	650
1	Microforms Reader/Printer	5,000
6	Transformers	500
1	Copymachine	6,000
1	Duplicating Machine	2,000
2	Calculators	180
	Library Shelving	5,000
	Miscellaneous	5,000
3	Card Catalog Cabinets	10,000
		<hr/>
		\$45,645

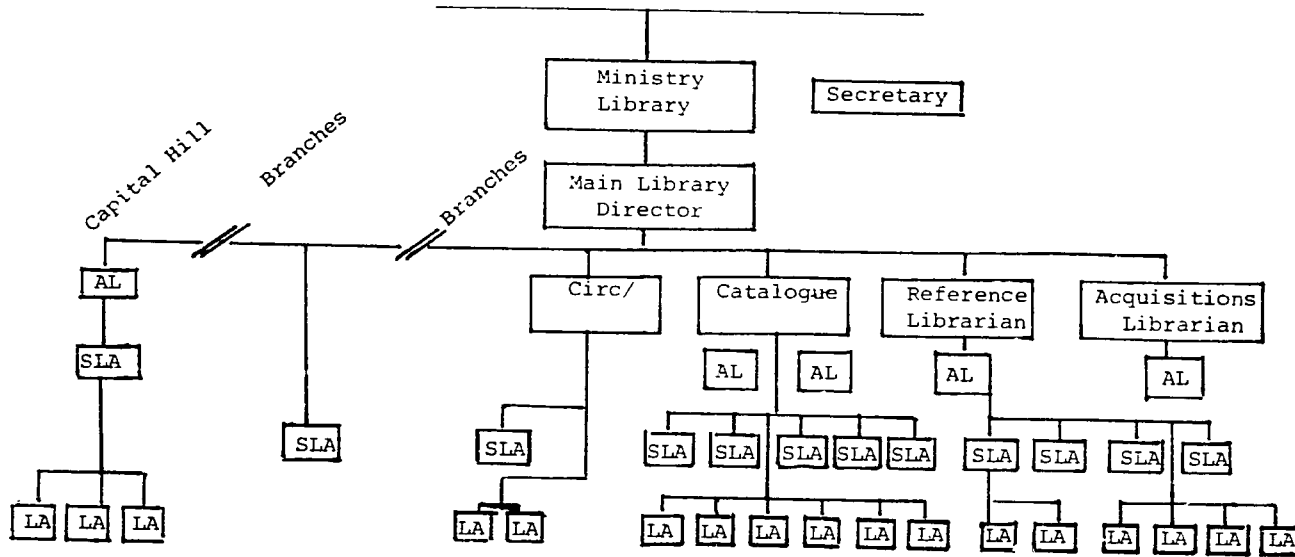
LIBRARY SUPPLIES

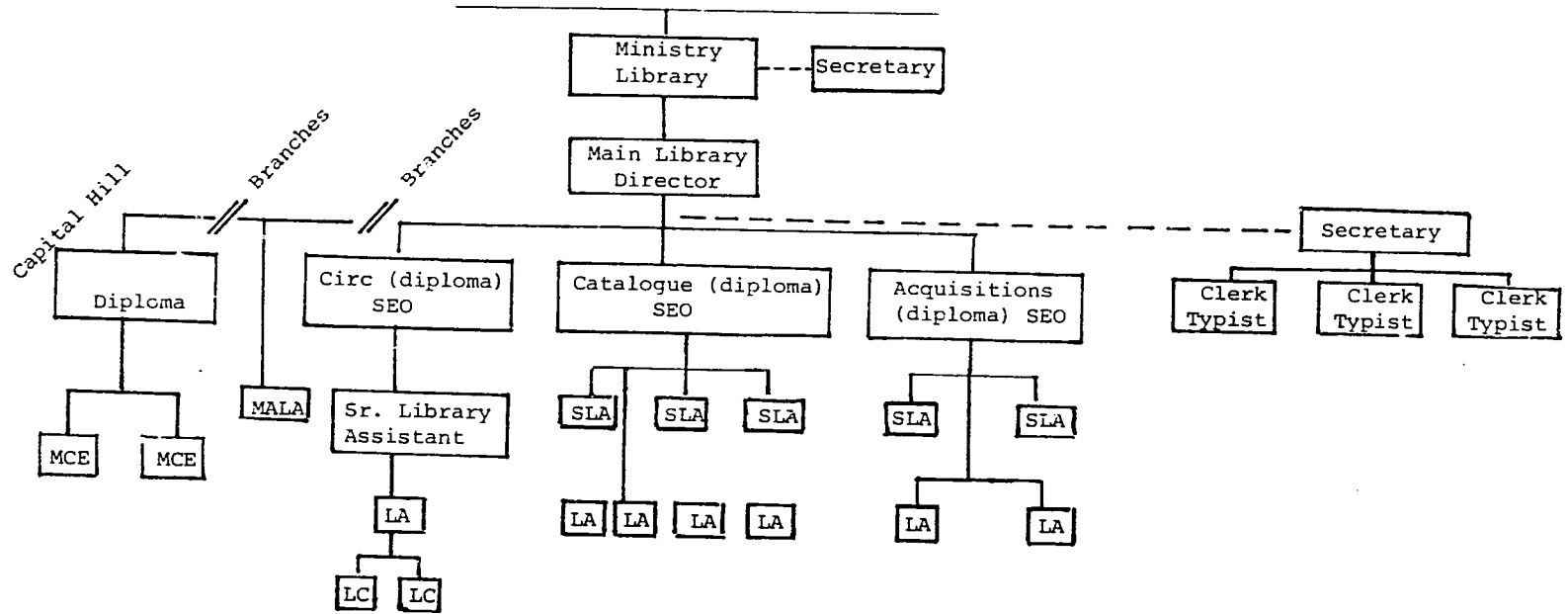
<u>Amount</u>	<u>Item</u>	<u>Cost</u>
100 reams	Copy Paper	\$ 1,510
200	Writing Paper/Scratch Pads	120
200 reams	Duplicating Paper	800
300 reams	Typing paper	960
24 boxes	Copier Masters (36 in box at 315K)	7,560
48 boxes	Toner	6,048
24	Filter	300
50 reams	Microform Printer Paper	750
6 boxes	Microform Printer Masters	1,890
24 boxes	Microform Printer Toner	,024
12	Microform Reader Bulbs	200
100	Pens	10
200	Pencils	50
100	Erasers	26
36	Typewriter Ribbons	252
144	Correcting fluid	216
24	Correcting Ribbons	168
10,000	Envelopes	930
20 bottles	Glue	16
100 rolls	Cellotape/Magic Tape	65
100 balls	String	11
2	Stamps	3
12	Date Stamp Pads	18
6 bottles	Ink	3
12 boxes	Stencils	132
24 tubes	Ink	112
12 packets	Carbon Paper	84
24 packets	Paper Clips	432
12 packets	Rubber Bands	960

LIBRARY SUPPLIES con't

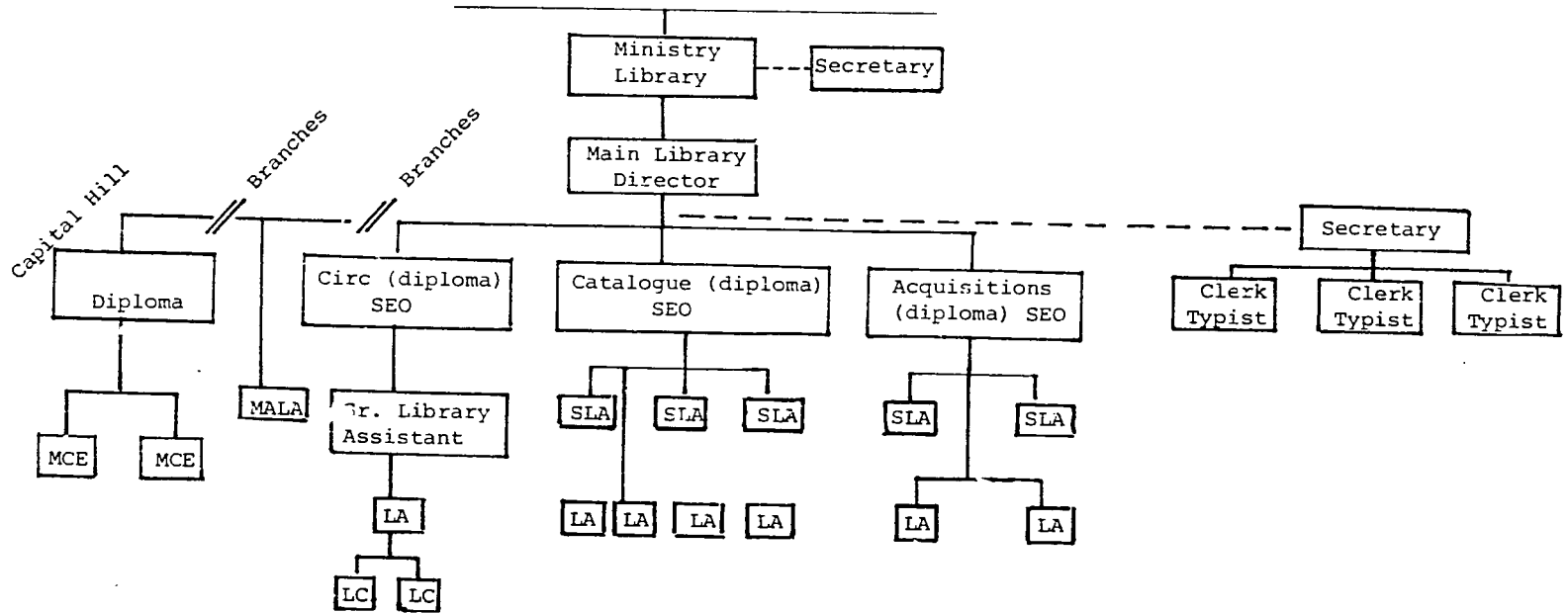
<u>Amount</u>	<u>Item</u>	<u>Cost</u>
10,000	Binding Tags	200
2	Staplers	20
5 packets	Staples	150
6	Scissors	20
6	Staple Removers	6
2	Paper Punches	15
2,000	Cards, Index	20
2,000	Catalogue Cards Stock	1,500
10,000	Book Pockets	150
10,000	Date dues, Book Cards	75
100	Bookends	13
2,000	Pressure Sensitive Labels	18
500	Catalogue Guides	150
10,000	Carbonless Multiple copy book order forms	425
500	Kardex Pocket	104
1,000	Kardex Cards	100
50 rolls	Tapes and Mending Materials	450
3,000	Pamphlet Binders	5,000
2	Papercutting Boards	100
6 kg	Chalk	25
	Miscellaneous	4,809
	TOTAL	\$40,000
	or	\$20,000 <u>per year</u>

END OF PHASE III





18



MOA/MG LIBRARY EXPENDITURE BY FISCAL YEAR

	<u>FY-83</u>	<u>FY-84</u>
1. Personnel	16,461	16,461
2. Library Operations	22,000	11,000
3. Contingency	<u>2,000</u>	<u>2,000</u>
TOTAL	40,461	29,461

Total K69,461 for 2 years

82

USAID LIBRARY EXPENDITURES BY FISCAL YEAR

	<u>FY-83</u>	<u>FY-84</u>
1. Personnel		
Library Advisor	100,000	100,000
2. Training	54,000	36,000
3. Commodities	296,645	76,000
4. Library Furniture	<u>5,000</u>	<u>-</u>
TOTAL	455,645	212,000
TOTAL USAID Expenditure		699,645

Job Description
Ministry Librarian

Example of Duties

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by the ministry personnel; representing ministry at NDC; participating in the formulation of NDC policies; maintaining official relationships with OPC, NRC, Deputy Secretary, Departmental Heads and Accounts Sections, acting as chairperson of library advisory committee; making contacts with researchers and planners in all departments; preparing in conjunction with library advisory committee the budget; administering the budget; developing a book collection that will support ministry needs; guiding book selection policies; helping to plan new buildings or alterations in existing structures; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; conducting staff meetings; directing other librarians and staff; aid in classification of library positions; preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating other staff members on their efficiency; making library and its resources known to ministry personnel; keeping in touch with library developments by attending conferences and reading professional literature.

Minimum qualifications

Applicant must have a MLS degree. Working knowledge of modern library organization, procedure policy, aims and service; wide knowledge of agricultural field; reading knowledge of two or more foreign languages; ability to write clear and comprehensive reports; understanding of the objectives and procedures of the Ministry of Agriculture; ability to organize work ability to direct, train and supervise; aptitude for research.

Librarian/Assistant Librarian

Under supervision of Ministry Librarian to have charge of the acquisition, cataloging and classification of books, and reference work in the library and to do such other work as may be required.

Example of Duties

Doing cataloging, classifying and subject heading; making master cards and adapting LC or other card copy; recataloging when necessary; keeping shelf list, typing, revising, filing cards, supervising or handling processing details; developing the catalog and cataloging procedure to meet the needs of the Ministry of Agriculture; searching information for catalog; making recommendations and decisions in matters of cataloging routines; keeping essential records and statistics.

Developing acquisitions procedures to meet the needs of the MOA; ordering print and nonprint materials; obtaining order data from bibliographic tools; handling orders and shipments; supervising or handling processing details; maintaining relations with book dealers and publishers; handling acquisitions and dispositions of gifts; checking bibliographies and secondhand catalogs; accessioning books; checking book reviews for order purposes; making recommendations and decisions in matters of acquisitions policy; maintaining a manual of acquisition routines.

Giving reference service to ministry personnel; developing the reference procedure and materials to meet the needs of the MOA; consulting with personnel on reference needs in their particular fields; giving or supervising instruction in the use of the library; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; recommending reference materials for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records are kept; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature.



Librarian/ Assistant Librarian con't

Minimum qualifications

Applicant must have library diploma; working knowledge of acquisition, classification, cataloging and reference procedures, knowledge of problems and uses of catalogues bibliographies and booklists; knowledge of modern library organization, procedures, policy aims and service, particularly as they relate to cataloging, acquisitions, and reference; reading knowledge of one or more foreign languages; skill in cataloging, including accuracy, orderliness and resourcefulness; ability to organize work; ability to make the best use of catalogue, bibliographies, booklists and indexes; knowledge of books and other reference materials; skill and performance in reference work; teaching ability; ability to get along well with superiors, co-workers and subordinates; ability to follow instructions.

21

Senior Library Attendant/Library Attendant

Under supervision of MAL Librarian or other designated authority, assist with clerical work of more than average difficulty and to do such other work as may be required.

Example of Duties

Charging and discharging books; typing overdue notices; handling records for reserves; typing and adapting LC or other cards from copy supplied; filing under supervision; collecting and preparing books for binding; acknowledgement and checking gifts and exchanges; listing duplicates for exchange; checking in periodicals; accessioning books; typing bibliographies, reports and memoranda; filing orders for supplies; taking inventory; doing clerical work of more than average difficulty.

Minimum Qualifications

MCE and MALA certificate; accuracy; alertness, capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to work well with supervisors and co-workers.

Library Clerk

Under immediate supervision of MAL Librarian or other designated authority, to assist with clerical work of average difficulty and to do such other work as may be required.

Example of Duties

Sorting and shelving books; charging and discharging books; cutting leaves of books; clearing tables and keeping rooms in order; mending books; filing bookcards; arranging and filing order cards; marking books; bookplating and doing other processing; taking inventory; operating copy machines; typing simple forms of records; typing book cards; distributing mail, books and supplies; giving messenger service; doing other simple clerical work.

87

Minimum Qualifications

JCE or Primary Leave Certificate; accuracy; alertness, capacity for detail; orderliness; ability to follow instructions; ability to work well with supervisors and co-workers.

Secretary

Under supervision of designated authority to perform secretarial work and to do such other work as may be required.

Examples of Duties

Taking dictation and transcribing letters and memoranda; preparing reports; compiling statistics; interviewing visitors; assisting in preparing budgets and annual reports; assisting in keeping all records needed in the administrative office.

Minimum Qualifications

JC or Primary School Leave Certificate with experience; accuracy; alertness; capacity for detail; initiative; orderliness; systematic methods of work; ability to organize work; ability to follow instructions; work well with supervisors and co-workers.

FOOTNOTES

1. Massil, S. W. Establishment of a National Documentation Center.
UNESCO: (Paris), 1980, p. 4
2. Ibid, p. 7
3. Food and Agricultural Organization. Report of an FAO Mission to Malawi on the Integration of Population Related Information into the Rural Sector. FAO: (Rome), 1977, p. 7.

