### ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AACR</td>
<td>Anglo American Cataloguing Rules</td>
</tr>
<tr>
<td>ADLIB</td>
<td>Adapted Library (Dutch Library Software for Museum and Library)</td>
</tr>
<tr>
<td>ARISA</td>
<td>Ardhí Academic Staff Assembly</td>
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<td>ARU</td>
<td>Ardhí University</td>
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<tr>
<td>CCE</td>
<td>Centre for Continuing Education</td>
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<td>CDC</td>
<td>Collection Development Committee</td>
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<td>CD Rom</td>
<td>Compact Disc Read-only-memory</td>
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<td>CICT</td>
<td>Centre for Information, Communication and Technology</td>
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<tr>
<td>CL</td>
<td>College Library</td>
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<tr>
<td>CoDD</td>
<td>Committee of Deans and Directors</td>
</tr>
<tr>
<td>COTUL</td>
<td>Consortium of Tanzania University and Research Libraries</td>
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<td>CSP</td>
<td>Corporate Strategic Plan</td>
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<td>DDC</td>
<td>Dewey Decimal Classification</td>
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<td>DPD</td>
<td>Director of Planning and Development</td>
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<td>FYRSP</td>
<td>Five Year Rolling Strategic Plans</td>
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<td>HoD</td>
<td>Head of Department</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>IHSS</td>
<td>Institute of Human Settlements Studies</td>
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<td>INASP</td>
<td>International Network for the Availability of Scientific Publications</td>
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<td>ISAED</td>
<td>Institutional Self Assessment and Evaluation Document</td>
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<td>ITP</td>
<td>Institutional Transformation Programme</td>
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<td>LAN</td>
<td>Local Area Network</td>
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<td>LBSC</td>
<td>Library Book Selection Committee</td>
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<td>LSM</td>
<td>Library Staff Manual</td>
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<td>MDG</td>
<td>Millennium Development Goals</td>
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<tr>
<td>OC</td>
<td>Other Charges</td>
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<td>OPAC</td>
<td>Online Public Access Catalogue</td>
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<td>OPP</td>
<td>Operational Policies and Procedures</td>
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<td>PERii</td>
<td>Programme For the Enhancement of Research Information</td>
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<td>RC</td>
<td>Resource Centre</td>
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<tr>
<td>SADE</td>
<td>School of Architecture and Design</td>
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<tr>
<td>SCEM</td>
<td>School of Construction Economics and Management</td>
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<tr>
<td>SEST</td>
<td>School of Environmental Science and Technology</td>
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<tr>
<td>SGST</td>
<td>School of Geospatial Science and Technology</td>
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<td>SIDA</td>
<td>Swedish International Development Agency</td>
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<td>SL</td>
<td>School Library</td>
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<td>SRES</td>
<td>School of Real Estates Studies</td>
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<tr>
<td>SURP</td>
<td>School of Urban and Regional Planning</td>
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<tr>
<td>SWOC</td>
<td>Strength, Weaknesses, Opportunities and Challenges</td>
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<tr>
<td>TLA</td>
<td>Tanzania Library and Information Association</td>
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<td>TLSB</td>
<td>Tanzania Library Services Board</td>
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<tr>
<td>UCLAS</td>
<td>University College of Lands and Architectural Studies</td>
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<tr>
<td>UDSM</td>
<td>University of Dar es Salaam</td>
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CHAPTER ONE

INTRODUCTION

1.1 Background

The existing Ardhi University Library is a result of Institutional Transformation Programme which has taken place over the years. Initially, this library used to serve information needs of the Survey Training Centre (STC) which trained Land Survey technicians since 1956 but in 1971 it served a wider range of professionals at diploma level. In 1974, the STC was transformed into Ardhi Institute (ARI) a parastatal organization under Ministry of Lands, Housing and Urban Development, and in 1996 it became the University College of Lands and Architectural Studies (UCLAS), a constituent college of the University of Dar es Salaam. In March, 2007 the President of the United Republic of Tanzania, H. E. Dr. Jakaya Mrisho Kikwete declared the college as an independent entity, Ardhi University (ARU).

Currently, Ardhi University library serves the information needs of more than 2000 undergraduate and postgraduate students and approximately 200 members of Academic Staff within the framework of the existing six schools. These schools include School of Architecture and Design (SADE), School of Real Estate Studies (SRES), School of Construction Economics and Management (SCEM), School of Urban and Regional Planning (SURP), School of Environmental Science and Technology (SEST) and the School of Geospatial Science and Technology (SGST). It also caters for information needs of researchers on human settlements at the Institute of Human Settlement Studies (IHSS) and programmes of continuing education coordinated by Centre for Continuing Education (CCE) as well as Disaster Management Training Centre (DMTC). The library also serves information needs of about 250 administrative and technical Staff.

In response to the widening of the university’s needs and increased enrolment, this has necessitated the equipping and modernization of the library with materials and resources that proactively respond to the library information user needs of today. These improvements have necessitated the development of this Library’s Operational Policies and Procedures (OPP) to maximize growing judicious access and use of library resources. Therefore, this document is vital in meeting the challenges of increased students and staff population and diversified behaviour in library resource usage.

1.2 Basic Definitions

Library as a technical and a specialized field of study has its different terms and terminologies that need to be defined. Hereunder are a few selected terms and concepts crucial in understanding this document.
Accessions List
This is a list of new books that have been acquired by the library. The list contains the title of the book, year and place of publication, publisher, International Standard Book Number and Classification number.

Book Selection
This a process in which library materials and resources like books, journals and CD ROMS are selected for the purpose of inclusion in the library acquisition list. The process includes bibliographic search from various catalogues, databases, journals, book trade sites etc. In view of this, the library must regularly provide key and current catalogues to stakeholders to enhance effective and relevant book selection.

Collection Development
This is a process of adding new reading materials e.g books, journals (including e-resources) and removing less suitable materials to meet current needs and demands. In this way, acquisition and weeding of materials become critical in collection development.

College Libraries
This refers to all types of libraries owned or run by colleges and linked to the University as stipulated in the ARU Charter.

Departmental/School/Centre/Institute Library or Resource Centre
These are libraries or resource centres established in various academic units of ARU established for the purpose of collecting, keeping and developing reading resources to be accessed by students and members of staff.

Digital Repository
Is an online, searchable, web-accessible database containing works of research deposited by scholars.

Electronic Information Resources and/or e–Resources
This refers to the information that is accessed electronically like CD ROMS, Databases, microfiches, e-books, e-journals etc.

External Library Members
These are registered library users from outside the Ardhi University, who can access both university and other resource centres owned by academic units of ARU under special university sanctioned arrangements.

Inter–Library Loan
This is an arrangement agreed upon between two or more libraries in allowing their members to borrow library materials from a partner library through the subject library.

Internal Library Members
These are registered library users including staff, students or any other person authorized by the University as a permanent or temporary user.
Library Materials
All the items purchased by a library or library system to satisfy the information needs of its users, including books, newspapers and periodicals, reference materials, music scores, maps, microforms, and non-print media, as distinct from equipment and supplies.

Main Library
This is the central library situated at the main campus of Ardhi University that serves all the academic and administrative units of the University.

Stack
This is the area of a library where the main body of the collection, usually books and periodicals, is stored when not in use, usually on rows of free-standing double-faced shelves. Such areas are not frequently used and the stored collection may have been weeded from the open shelves. Only library staff may have access to this area.

Stock Count
Refers to an exercise of library whereby the physical reading materials are counted to establish the existing total number of the same at a particular date.

Stock Taking or Stocktaking
This is a periodical process of checking to verify the actual existence and availability of library reading materials against catalogue or stock records of the materials, to establish the physical presence or loss of the same.

University Library System
Refers to the state where all libraries in the University are considered as a network of independent library units and resource centres working as one entity. Each library operates independently, specialized in certain areas, yet they are highly coordinated.

Weeding
Refers to a process of identifying library reading materials that are by far less used or no longer frequently consulted, which are thereafter removed from open library shelves.

1.3 Rationale for Library Services Policy
One of the Millennium Development Goals (MDGs) set in 2000 include combating illiteracy. This goal ought to be achieved by the year 2015. In order to achieve this goal, libraries at all levels must be adequately equipped and properly run. Universities are among the major stakeholders in fulfilling this goal because they are mandated to produce high skilled manpower needed in Tanzania. This can be achieved only when the provision of adequate, quality and up to-date information resources available in the university libraries is made a reality. However, in order for the university libraries to provide effective and efficient services they need to be guided by relevant policies. It is therefore not surprising to see that worldwide there are moves to create national library policies. In Africa, countries like Zambia, South Africa, and Tanzania etc have all prepared such policies. To complement there have been moves in Tanzania to create a National Book Development Policy which cannot be fully achieved if there is no national library policy.
The purpose of a library policy is to guide and maximise the effectiveness of the university library by determining how it is organised, its services financed and provided as well as ensuring that its resources are protected. Shortfalls, attributed predominantly by financial constraints, unexpected expansion of student population, increased readership, advanced technological requirement in the library itself, requires an organized response of academic units. These challenges have made it difficult for the ARU library to properly plan and run its services within the archaic administrative contextual framework with obsolete facilities. These have created the need of growth in information requirement of different formats and the difficulties of handling an increased volume of information services. All these made the preparation of this policy timely and the use of Information and Communication Technology (ICT) critical because the university library services of the future will heavily depend on the quality of ICT services and hence the operationalize of national and university ICT policies.

Similarly, with the Tanzania National Book Development Policy, university libraries all over the country have a role to play in creating robust nuclei for the development of the National Library Policy. So by establishing and implementing this policy ARU will be fulfilling its responsibility in this national endeavour.

1.4 The Goal of the Library

The overall goal of ARU Library is:

“To become a well stocked, maintained, modernised and technically responsive facility which encourages the acquisition of knowledge and dissemination to its beneficiaries at all levels.”

In realizing the overall goal the library will “Provide quality services using modern library facilities and equipment, and avail opportunities which are geared to support teaching, research and public services for the purpose of enhancing scientific frontiers for achieving sustainable social-economic development for the country and the world at large.”

1.5 The Objectives

The objectives of the ARU Library Services Policy are to:

a) Guide the creation, development, modernization and organization of the library information resources by undertaking proper knowledge management, availing prerequisite resources and materials by taking advantage of the developments in the field of ICT,

b) Maximize the effectiveness of the university library by working out the information needs of different users and ensure timely access to updated information,

c) Ensure that the valuable library resources are kept, protected and preserved in technically and environmentally friendly conditions.
1.6 The Guiding Principles

i. ARU library is a non-profit making entity which strives to serve the community of readers at no or minimal charges,

ii. ARU may introduce cost sharing and or recovery measures for improving library services without affecting service delivery in terms of quality and extent of such services,

iii. ARU library is an equal opportunity service provider to its members (including the people with special needs) and the provision of a library service in a university is not fortuitous instead it is a minimum requirement for setting up a university, and

iv. ARU library provides freedom to access materials and information provided ARU Library User Guide and Regulations are observed.
CHAPTER TWO

SWOC ANALYSIS

2.1 Overview

Implementation of the library services policy faces a lot of challenges. There exist strengths that ARU library and ARU itself are proud of and enjoy, and provide a reliable platform for policy implementation. Opportunities exist which if properly captured and exploited, shall go a long way to providing a brighter future for university library services. Besides these, there are weaknesses or weaker points which need special attention as hereafter and challenges which ARU faces.

2.2 Strengths

1) Availability and increase of potential library users,
2) Availability of sufficient computers connected to the internet,
3) Availability of reliable sources of reading materials in the library particularly for courses traditionally offered by ARU,
4) Ongoing Institutional Transformation Programme,
5) Availability of a strong local research collection,
6) ARU has Centre for Information and Communication Technology which deals with an up to date ICT Master Plan,
7) ARU library staff are ICT literate,
8) ARU management has the political will and commitment to sustain and expand the library services,
9) ARU has reliable income generating activities which could be used to supplement government subvention,
10) Existence of ARU Master Plan which identifies area for construction of future main library,
11) The existing resource centres provide good nuclei for future library expansion,
12) Availability of training opportunities library,
13) There is an increased students enrolment and expanded staff employment which expands library use, and
14) Existence of a library at the IHSS.

2.3 Weaknesses

1) Inadequate library collections in terms of quality and quantity, relevance and modernity,
2) Limited resource sharing and networking,
3) Lack of formal relationships among libraries and resources centre,
4) Shortage of user education programmes or Information Literacy programmes,
5) Lack of library equipment and related facilities,
6) Inadequate space for library buildings, other resource centres, users, materials and equipment,
7) Inadequate of staff in all libraries and resource centres,
8) Defacing of library books and lack of systematic binding of new and old books,
9) Union catalogue/database for the library is not fully operational due to software problems,
10) Inadequate usage of electronic media/resources and ICT facilities,
11) Lack of approved organisation structure and an OPP for ARU Library,
12) Library does not have a system to generate its own funds,
13) Lack of preservation of old documents and the disposition and destruction of old useless documents,
14) Inadequate funds for the acquisition of library materials, equipment and provision of various services,
15) Lack of Institutional Digital Repository,
16) Absence of inter-library book loan schemes,
17) Inadequacy of internet connectivity,
18) Poor reading culture and habits,
19) Out dated security mechanisms and methods to safe-guard library materials and resources,
20) Improper use of departmental libraries and resource centres used as offices

2.3 Opportunities

1) Resource sharing under University’s co-operation and consortium programmes exist and provides a room for improvement and expansion,
2) The existence of a wider choice of information resources worldwide, and
3) Availability and willingness of Donors/Funding Organisations to support library development and library related projects

2.4 Challenges

1) Inadequate national resources allocation policies threatens prosperity of library resources,
2) Inadequacy of qualified and professional library staff in the local market poses a problem of staff retention,
3) Difficulties in ensuring the safe and timely return of library materials borrowed by users from other libraries,
4) Recognition of the central role played by libraries in the academic life of the institutions,
5) A decline in reading habits and use of library services nationwide, and
6) Development of library facilities is not considered a priority at national level.
CHAPTER THREE

ISSUES, POLICY STATEMENTS, STRATEGIES AND OPERATIONAL PROCEDURES

3.1 Overview

This chapter discusses ten thematic policy issues. In the course of the discussion it identifies the main policy issues based on the situation analysis, proposes policy statements, suggests strategies and sets operational procedures to be followed.

3.2 Collection Development and Weeding

3.2.1 Situation Analysis

The quality of any library is usually judged by the value of its collections i.e. print and non-print resources, in terms of quality, relevance, variety, quantity and modernity. A quality collection is the single most important determinant of the contribution which a library can make to the University’s mission. This can only be achieved when the library has in place a functioning Collection Development Committee and a predictable annual library budget for regular acquisition of up to-date reading materials and weeding outdated and inappropriate materials. ARU library has neither undertaken weeding nor stock taking of its reading materials for a long period of time.

The library has neither a Book Selection Committee nor a predictable budget for meaningful acquisition of library materials and resources. Its collection is characterised by outdated and inadequate supply of reading and reference materials which are far from satisfactory to the user population. By 2010 the available stock was 13,233 copies and 531 periodical titles. The majority of the affordable acquisitions are usually in paperback requiring immediate binding before they are put into use. Similarly, most of the collections within some libraries and resource centres obtained through donations are old, in paperback and in bad state. As part of library materials generation ARU has not successfully collected theses and dissertations, research, conference and workshop reports and proceedings written and or published by staff members or students.

3.2.2 Policy Issues

(i) Lack of adequate and predictable budget for incremental collection development, weeding, binding and stocktaking of library reading materials,
(ii) Absence of Library Collection Development Committee(CDC),
(iii) Non existence of mechanism to collect internally generated published materials.

3.2.3 Policy Statements

(i) ARU shall establish a CDC comprising of representatives of the key stakeholders i.e. members of academic staff, students and library
(ii) ARU shall allocate adequate budget for collection development and weeding and stocktaking exercises
(iii) ARU shall ensure that all materials published by students and staff are deposited in the library

3.2.4 Strategies

(i) Establish CDC comprising of one representative from each school/institute/directorate.
(ii) Give a special consideration in funding the library activities.
(iii) Undertake stocktaking and weeding exercises after every three years.
(iv) Collect and deposit all materials published by students and staff.

3.2.5 Operational Procedures

(i) ARU to appoint CDC members from schools/institutes/directorates who shall serve for two years,
(ii) ARU Library to regularly supply trade catalogues, site information and other essential bibliographic information to the CDC to assist in identifying up-to-date materials,
(iii) ARU to reinforce library activities through budgetary allocations,
(iv) ARU library to solicit donations from its stakeholders,
(v) ARU Library to undertake stocktaking and weeding during students’ long vacation,
(vi) ARU library to bind all books, repair and or replace torn materials, and
(vii) ARU to instruct all academic units to collect and submit to the library all materials published by students and staff as per ARU Research and Publications Policy.

3.3 ICT and Access to Electronic Resources

3.3.1 Situation Analysis

ARU has deliberately adopted ICT in order to improve its efficiency and effectiveness in the delivery of its services by putting in place its ICT Master Plan. On its part, ARU library has undertaken automation of cataloguing functions, which was undertaken with the help of ADLIB Information System of the Netherlands. The majority of ARU library staff were trained in the use of Library Software, such as ADLIB and library users were trained in the use of Online Public Access Catalogue (OPAC) which can now be accessed on line. Additionally, the university library through INASP/PERii programme, accesses a number of online journals under special agreed arrangements. The library also provides free links through Open Access Database resources. However, it is unfortunate that these e-resources are not effectively utilised by students, lecturers and researchers. This is due to challenges that the library faces with internet connectivity and lack reading culture among users using screens and or having little or no trust in Open Access Database resources.
Over the years ARU has been acquiring computers for its main library so that by mid 2012 it had 120 computers. The main library has 10 computers used for administrative activities; IHSS library has only 2, while resource centres have none. In order to man these hardware, there are two Computer Technicians for ICT related problems and user assistance.

However, ARU library faces a number of challenges. Internet services enjoyed in the main library has very limited access making materials downloading rather slower. Misuse, vandalism and abuse of library ICT equipment have been noted quite frequently, especially in relation to computer processors and mouse. The security of these ICT equipment seem to be inadequate and need strengthening.

Despite new technological development, ARU has not kept pace with the introduction of social media networks like Facebook, Twitter, Google+, LinkedIn, Tumblr and many more etc. which could provide easy communication with university members, library users and well wishers.

3.3.2 Policy Issues

(i) Limited promotion of computer literacy, electronic information availability, social media networking and resource sharing possibilities,
(ii) Limited awareness and appreciation of the nature, type, quantity and availability of electronic resources on the internet among library users,
(iii) Inadequate quantity and quality of appropriate hardware, software and their use in the operations of library activities,
(iv) Lack of systematic identification and disposition of obsolete ICT equipment.

3.3.3 Policy Statements

(i) ARU Library shall acquire, use and dispose ICT equipment as per Ardhi University ICT Policy,
(ii) ARU library shall acquire and utilize hardware, software and ICT equipment in its functions and operations,
(iii) ARU shall train its library staff on ICT as per ARU policy on Human Resources Development and Training, and
(iv) ARU Library shall educate its users on the use of ICT equipment and ensure that they abide to ICT rules and regulations as prescribed by Ardhi University ICT policy

3.3.4 Strategies

(i) Sensitize users on the access, effectiveness and use of electronic resources available on the internet through workshop training sessions and observing current Library User Guide and Regulations,
(ii) Employ and deploy qualified staff to libraries and resource centres
(iii) Subscribe to e-resources and critically identify and acquire state of the art library hardware and software including open source ones, suitable for library operations,
(iv) Create and maintain an enabling environment to facilitate effective exploitation of library reading materials in the institutional digital repository, enhancing resource sharing through ICT within and outside the university.
(v) Identify, acquire and dispose ICT equipment periodically so as to maintain quality of services, and
(vi) Upload all crucial information onto an official library webpage.

3.3.5 Operational Procedures

(i) ARU Library to undertake sensitization and training workshops on the access and use of e-resources to all stakeholders at the beginning of each academic year,
(ii) ARU Library in consultation with CICT select and acquire suitable hardware and software,
(iii) ARU to ensure that procurement of Library ICT equipment is done in accordance to the existing PPRA Rules and Regulations,
(iv) ARU Library shall oversee that employment and deployment of library ICT staff to all libraries and resource centres, is done in accordance to the approved Scheme of Service,
(v) ARU Library to oversee strict adherence of rules and regulations relating to the use of ICT equipment as stipulated in the current Library User Guide and Regulations,
(vi) CICT to determine periodic replacement, upgrading and migration of ICT equipment as per ARU ICT Policy of the university, and
(vii) ARU library to oversee that all critical information for library users including Library Services Policy is uploaded in the University Library website page within a month of approving this policy.

3.4 Digital Repository

3.4.1 Situation Analysis

University based institutional repository is a set of services that a university offers to the members of its community for the management and dissemination of digital materials created by the institution and its community members. It is most essentially organizational commitment to the stewardship of these digital materials, including long-term preservation where appropriate, as well as organization and access or distribution. It must be borne in mind that an institutional repository is not just a set of software and hardware.

With the growth of the university and expanded responsibilities at various levels, the production of paperwork has enormously increased. This has necessitated the need to transforming many documents into digital format. In effectively managing the digital assets, the university has to promote research outcomes, fulfil preservation responsibilities, facilitate added value services such as overlay journals, data mining etc. Such benefits can be enjoyed by leveraging the adoption of an open access agenda.

This repository will be used to support learning and teaching, Virtual/Managed/Personal Learning Environment, assessment systems, e-Portfolios, authoring initiatives as well as
with other repositories, portals and library systems. This will also encourage and allow academicians to create, share and reuse publications, research data and learning resources as openly as possible. However, this is likely to precipitate the problem on intellectual property rights if no concrete rules and regulations are instituted and ARU Policy on Research and Publications is not adhered to.

Currently the university library does not have an Institutional repository.

3.4.2 Policy Issues

(i) Lack of Institutional Digital Repository
(ii) Lack of culture of Open Access Repository usage
(iii) Lack of licences and copyrights for materials deposited in the library

3.4.3 Policy Statements

(i) ARU shall establish, fund and use an institutional digital repository,
(ii) ARU shall ensure that all scholarly materials produced by its members are deposited in the library and are protected according to laws related to copyright and licences including Creative Commons (CC)
(iii) ARU shall cultivate culture of Open Access Repository (OAR) usage

3.4.4 Strategies

(i) Establish Institutional Repository which is integrated into institutional and national access management approaches within a year of operationalising this policy
(ii) Equip the Institutional Repository with required tools, software and hardware.
(iii) Conduct sensitization workshops on the potential benefits of a repository and the use of open access resources.
(iv) Undertake licensing and acquisition of copyrights for materials deposited in the institutional repository.

3.4.5 Operational Procedures

(i) ARU Library in collaboration with the Directorate of ICT, to design, put in place and properly manage the institutional repository,
(ii) ARU to acquire software and hardware and any other necessary tools, for the repository in accordance with the existing Public Procurement Rules and Regulations
(iii) ARU library to streamline use of OAR in university regular courses and organize short courses for the members of staff in collaboration with CCE
(iv) ARU Library to continuously undertake checkups of licence and copyright status of the materials being deposited
(v) ARU to spearhead collaboration of institutional repository at inter university level,
(vi) ARU library to use Heads of the Academic Units to collect scholarly materials for the repository as prescribed in ARU Research and Publication Policy
3.5 Administration and Co-ordination of School/Institute/Centre/Unit Libraries

3.5.1 Situation Analysis

ARU libraries and resource centres has a responsibility of providing information service that supports teaching, research and consultancy. The university therefore has to support, define and harmonize the relationship between main library and other libraries and resource centres. Currently, the university has a main library, IHSS library and six school-owned resource centres. Save for the main and IHSS libraries, these resource centres are being manned by unqualified staff. So, as the number of departments and schools increase, the number of libraries and resource centres is likely to grow as well. Due to this, the noted inadequacy in staffing and the existing organizational chaos are likely to continue if no efforts are exerted to address them.

Presently, it is evident that the operating relationship, systems for networking and service demarcations among ARU libraries and resource centres, do not exist. Whereas the main library addresses information user needs of the entire university, other libraries and resource centres focus on the special needs of their respective units to which they are administratively answerable. This kind of relationship inhibits effective resource sharing and harnessing of networking potentials. Despite the transformation that the university underwent recently, ARU library still maintained old non-responsive administrative set up. The structural relationships that exist among the main library, IHSS library and resource centres are functionally and administratively decentralized.

The university community through the main library enjoys the use of e-resources from open and restricted sources facilitated by SIDA through INASP/PERii and COTUL. These donors provide partial funding for the mandatory subscription fees which enable the community to access e-books, e-journals, international reports etc.

Unfortunately, by the very nature of most of its unique disciplines, the university does not share e-resources with any of the higher learning institution in the country so far. Despite the existence of the aforesaid problem, the expansion of the university programmes into social sciences has made the need of sharing of e-resources more wanting. In order to facilitate the sharing of these e-resources at the university and national levels, the library management had explored the possibility of establishing an institutional repository.

3.5.2 Policy Issues

(i) Lack of administrative relationship between ARU main library and other libraries and resource centres and where it exists it is not clearly defined.

(ii) Limited resource sharing and networking amongst university libraries and resource centres.

3.5.3 Policy Statements

(i) ARU shall strive to establish and set up a working and operating relationship among libraries and resource centres to facilitate resource sharing, networking, accountability and professionalism.
(ii) Library to ensure library systems are linked

3.5.4 Strategies

(i) Define, establish and institute accountable functional relationship between University main library and other libraries and resource centres,
(ii) Link all libraries and institute accountability mechanisms to which all ARU libraries and resource centres have to adhere,
(iii) Recruit and or hire enough qualified library personnel,
(iv) Facilitate and effect resource sharing and networking amongst university libraries and resource centres

3.5.5 Operational Procedures

(i) ARU to redesign, fund and operationalise a responsive administrative structure for the directorate of library services within six months of policy approval,
(ii) ARU to centralize employment and deployment process of library staff for all libraries and resource centres and hence, establish organizational and accountability hierarchy to the main library,
(iii) ARU library to establish hierarchical organization structure in which all other libraries and resource centres belong, and are accountable to the main library,
(iv) ARU library to establish and operate a linked library system to all libraries and resource centres in terms of functions, resources and operations within one year of the operationalisation of this policy.

3.6 Physical Space for Libraries

3.6.1 Situation Analysis

Successful library service requires adequate and functionally designed physical space centrally located to allow easy access for all its members including disabled people. Space adequacy is crucial for flexibility and comfort for users and its needs and size must meet the general demand of efficient library operations. Adequate space should be provided for staff working areas, with consideration of proximity to essential equipment and materials. The seating capacity should be based on anticipated growth over a given period of years. The physical location plans should include provision for future expansion. The design of the library space should be the joint responsibility of the university administration, the librarian and the architect. With the expansion and use of e-library facilities, the physical space needed shall be greatly reduces with time and the need for expansion shall not be as big as initially expected.

The existing ARU main library is housed in a three storey building purposely designed and built as library. The building has an internal space area of 736 sq. metres capable of accommodating 400 readers at a time which is approximately 20% of the student population. Unfortunately, the design of the library building did not consider the needs of people with special needs. More than often, the little space allocated for library activities and resource centres are occasionally availed for non-library activities. The
main library building, for example, harbours a number of non-library activities which utilise approximately 10% of the usable space. Similarly, some of the resource centres are used partially as offices and vice versa.

However, the rest of the libraries and resource centres are scattered all over the university buildings housed in very small rooms which are poorly ventilated, lighted and positioned in relation to the rest of the functions in the building in which they are found. All these buildings are not user friendly for the people with special needs for they lack special ramps for wheel chairs, special toilets and escalators or lifts for upper floors.

3.6.2 Policy Issues

(i) Lack of enough physical space in all the existing libraries and resource centres,
(ii) Inadequacy of building space for future expansion of existing library building and resource centres, and
(iii) Lack of user friendly building for library and resource centres particularly for the people with special needs
(iv) Misuse of space allocated for library and resource centres

3.6.3 Policy Statement

ARU shall adequately provide enough space for the main library and other resource centres and safeguard them from misuse and abuse.

3.6.4 Strategies

(i) Asses and allocate space desired for library activities and services, that meet different uses of ARU libraries and resource centres and protect them from misuse,
(ii) Construct a bigger library which is user friendly to the people with special needs, taking into account the expanding university and library needs as per the University Master Plan, and
(iii) Ensure and provide adequate space provided for archival materials.

3.6.5 Operational Procedures

(i) ARU to allocate space properly position library building(s) and do internal planning and design of these libraries and resources centres in accordance to Master Plan and needs of the disabled by always incorporating the Library Directorate,
(ii) ARU library to annually assess space and use, including the positioning of library furniture and equipment within the library in consultation with the architects,
(iii) ARU to build user friendly libraries and resources centres buildings, and
(iv) Institute, Schools and Units to device a mechanism which will ensure that resource centres are not misused.
3.7 Library Reader Services

3.7.1 Situation Analysis

The University library plays a central and crucial role in pursuit of university’s mission of teaching, consultancy and research. Being a vital instrument in supporting academic life of the university, the Library Reader Service is an essential requisite resource and facility for higher education. Reader Service has to be relevant in terms of document supply and delivery services, in the scope of clientele promote self education, self tutoring, individual learning and inquisitiveness. Currently, inter-library loans within and outside ARU does exist.

With the growth of ARU the number of registered members and number of visitors has been growing steadily. In 1998, few years after affiliation with UDSM the library had 151 registered members, a figure which increased to 196 in 1999. By 2000 the number of registered members had reached 520 and by 2011 this figure had reached 889. However, with the introduction of compulsory registration among registered students, it is anticipated at the beginning of 2013 the number of members will reach 1000. On the other hand the number of visitations has also been growing as well. In 1999 ARU main library had 7,289 visitors but ten years later i.e 2001, the figure had grown to 9,894 and by 2011 it had reached 11,697. It is anticipated by 2013 this figure could easily reach 12,000. With regard to the borrowing, there has been enormous increase as a result of increased enrolment and changing reading habit. In 1999 the number of books borrowed per year from the main library was 230, a figure which increased to 6,299 by 2001 representing an increase of twenty seven folds. It is anticipated that with improved reading habits, increased student enrolment and programmes, the number of books borrowed per annum will increase significantly.

ARU Library rules and regulations providing guidelines to the reader services focused on the admission, search, and use and elaborate the borrowing privileges for both internal and external users and list penalties for library defaulters. Other libraries and resource centres do not have such rules and regulations or guidelines for inter library loan or borrowing privileges nor do they cooperate in terms of Library Reader Services. It is also worth noting that all these libraries use manual system for circulation activities. It is worth noting that there are no special facilities for the disabled people.

3.7.2 Policy Issues

(i) Lack of library reader and information services to ARU community,
(ii) Unsatisfactory number of internal and external membership.
(iii) Lack of inter-library loan services at the university libraries in ARU universities/institutions within and outside the country,
(iv) Services provided in most of the university libraries and resource centres are very limited.
3.7.3 Policy Statements

(i) ARU Library shall provide develop, and maintain reliable reader service at the highest possible standards,
(ii) ARU library shall provide membership and free access of library resources to all as per ARU library rules and regulations,
(iii) ARU shall encourage and pioneer the formation and operationalisation of inter University Library Loans in Tanzania and worldwide,

3.7.4 Strategies

(i) Enforce the use of Library User Guide and Regulations for the entire university library system and update them periodically,
(ii) Initiate, facilitate and device a mechanism which will promote inter Library Loans in collaboration with all internal and external libraries, and
(iii) Inform members periodically on the services and resources available at the libraries and the resource centres.

3.7.5 Operational Procedures

(i) ARU Library to quarterly publish and issue Accessions List, fliers, newsletters to popularize the library information services,
(ii) ARU library to revise the Library User Guide and Regulations after every three years, avail hard copies to its members and upload the same in ARU library web page, and
(iii) ARU to permit external libraries and library members to access and use the library resources at nominal fee for a period to be prescribed in the Library User Guide.

3.8 Financing University Library activities

3.8.1 Situation Analysis

The major source of funds for library activities at the university has been the government and donor support. There is no specific budget allocation for IHSS library and resource centres in the specific units.

The budgetary allocations from the university’s own funds for library materials especially for books and journals, general and ICT equipment including hard and software and subscriptions to e-resources, are far from satisfactory. Until 2007/2008, the financial budget for the library was being done and hence no adequate funds were allocated to the library. The general decline in university funding from the government, increased prices of books and journals, ICT equipments, soft and hardware ICT equipment, soft and hardware, diminished purchasing power of the university library and the resource centres and the phenomenal increase in student enrolment had enormous impact on the library activities. Supply of library resources has significantly decreased. By 2006 ARU had
approximately 25,000 volumes and 531 journal titles, most of which were old and outdated.

Following financial decentralization initiatives of 2008, budgetary allocation to the directorate has improved resulting into an increase in reading materials.

Over the years, ARU library has been heavily dependent on foreign funding to support its activities particularly the acquisition of library materials and access to electronic resources. Between 2004/2006 and 2007/2010, the university had received a six year, three phase support modernization of its library. The modernization programme covered the Conversion of Union Catalogue Data into Machine-Readable Format and Capacity Building of the main Library to support Teaching, Research, Learning and the provision of Public Services. These cost of these programmes amounting to USD 267,065 were covered by, Carnegie Cooperation of New York. Notwithstanding, fund soliciting initiatives are not coordinated among the libraries and resource centres. Library is not engaged in income generating activities, and consultancy. Participation of library in proposal write ups for project funding is inadequate.

3.8.2 Policy Issues

(i) Inadequate funding of the university library activities.
(ii) Limited efforts in generating income.

3.8.3 Policy Statements

(i) ARU shall systematically budget for and fund all library activities and services in line with the expanding needs.
(ii) ARU shall identify, plan and initiate and coordinate the income generating activities.

3.8.4 Strategies

(i) Budget and allocate adequate funds for library activities,
(ii) Initiate income generating activities including consultancy, and
(iii) Use some of the internally generated funds including those from consultancy for materials acquisition.

3.8.5 Operational Procedures

(i) ARU library shall prepare and submit an annual “activity based” budget,
(ii) ARU libraries and academic units shall solicit, initiate and prepare fundable projects, mobilize donor funds and grants, and engage in consultancy services,
(iii) ARU library to annually prepare, implement and report its income generating activities,
(iv) ARU shall wilfully finance library activities through rein fencing in each of its annual budgets and supplement it from its other sources.
3.9 Promotion of Information Literacy Skills for Users

3.9.1 Situation Analysis

ARU library has a role of providing Information Literacy Skills for library users. In order to facilitate this process ARU has to employ staff with expertise capable of locating, retrieving and exploiting library information. Information literacy skills allow library and information professionals to create, develop and manage a library system or information unit which meets the specific information needs of the institution. Therefore, the promotion of information literacy skills for both library staff and users has become one of the main library activities. Unfortunately, ARU library does not have a system of carrying out these literacy programmes for its members and hence many library users portray very limited skills on the information extraction techniques that is information search skills.

Over the years it has also been noted that there has been a continuous decline in reading habits among Tanzanians. This has also been observed at the university where there has been a drop in the reading culture among students and staff as well. Most of the students do not put enough time in reading for general knowledge purposes, they only read when there is an exam in a particular subject. Fewer and fewer books get borrowed while staff and students visit the library very seldom. No or few members visit libraries for leisure, unless compelled by an assignment they have to finish.

In 2010, ARU library embarked on the promotion of information literacy as a means of empowering its users. These programmes were aimed at enhancing the capacity and the ability of the staff and users to identify, locate, evaluate and effectively use the various library resources. These were ad-hoc programmes and they were not part of the regular programmes or courses.

A total of 140 library members were trained of which 103 students and 17 Tutorial Assistants and 20 library staff members.

3.9.2 Policy Issues

(i) Limited library information literacy programmes for library users
(ii) Lack of information literacy skill in the University curricula
(iii) Lack of reading culture

3.9.3 Policy Statement

ARU library shall initiate, develop and run Library Information Literacy programmes for its users

3.9.4 Strategies

(i) Design and allocated enough time for the run of the information literacy programmes.
(ii) Develop training programme on information skills for all university staff
(iii) Develop and conduct Training-The-Trainers (TTT) programme on information skills
(iv) Develop programmes on information literacy skills, and
(v) Mainstream information literacy skills in the university curricula.
(vi) Conduct sensitisation programmes and introduce general knowledge and leisure section in the main library and resource centres in order to promote reading culture

3.9.5 Operational Procedures

(i) ARU will harmonise and mainstream Library information literacy skills in university curriculum during major curricula reviews,
(ii) ARU shall organise annual information literacy Training-The-Trainers programmes,
(iii) ARU library shall annually conduct Programmes on Information Literacy skills for staff
(iv) ARU library shall engage experts in Information Literacy skills to design and develop the courses
(v) ARU library to organise sensitisation programmes to promote reading culture to the university community through seminars, presentations, lectures, workshops, fliers, brochures etc
(vi) ARU library to establish sections on general knowledge and leisure in its main library.

3.10 Organization of Library Materials and Resources

3.10.1 Situation Analysis

Library materials and resources are supposed to be professionally organised in order to provide easy access of information resources in all formats. Currently, ARU main library uses the “Dewey Decimal Classification Scheme” and IHSS centre uses Subject system in organising its collections whereas other libraries do not use any of these. Due to this organisational anomaly materials and resources from other libraries and resource centres can hardly be located when needed and this is aggravated by lack of Accessions lists.

The university main library has, to a great extent automated its collection using ADLIB software. The library has also been helping other libraries and resource centres in organising their collections. These collections from the resource centres have been partially integrated in the main library union catalogue

3.10.2 Policy Issues

(i) Use of different classification schemes for library materials within ARU libraries and resource centres.
(ii) Disorganised materials and lack of accession lists in IHSS library and resource centres.
3.10.3 Policy Statement

ARU library shall professionally organise library collections and resources.

3.10.4 Strategies

(i) Organise and catalogue all collections, resources and materials in all libraries and resource centres’ using DDC and Anglo American Cataloguing Rules,
(ii) Acquire common information management software for the university library
(iii) Prepare accessions lists of new materials to be issued by all libraries and resource centres

3.10.5 Operational Procedures

(i) All new materials acquired for libraries and resource centres shall be catalogued and classified by the Cataloguing and Subject Analysis Section of the main library and displayed on arrival.
(ii) Accessions lists for acquired materials shall be prepared by the respective units and be distributed through the main library,
(iii) All libraries and resource centres shall use an information management software acquired by the main library for data entry and processing,
(v) Quality control in cataloguing styles and procedures at the university to be undertaken by the main library.
(iv) ARU library to acquire adequate current copies of DDC and AACR,

3.11 Promotion of Quality Research and Publications and Consultancy

3.11.1 Situation Analysis

The Ardhi University Library has six of its professional staff accorded academic status so far. Employed academic staff is required to teach, research, publish and undertake consultancy activities within the library fields. In 1987 UCLAS prepared a research agenda for the main library, which addresses salient issues of library activities. Currently there are very few research activities being undertaken in the library. The research agenda available needs updating so that it reflects the present situation. On the other hand, library has not investigate the possibility of having research and consultancy undertaken but has continued to perform its traditional role which focuses on library activities only.

3.11.2 Policy Issues

(i) The existence of an outdated research agenda,
(ii) Absence of research and consultancy activities among librarians,
(iii) Inadequate efforts have been exerted in looking for research and consultancy.
3.11.3 Policy Statements

(i) All academic and professional librarians shall promote and enhance library quality research and publications,
(ii) ARU shall encourage library staff to undertake research and consultancy
(iii) ARU library shall promote and enhance quality research and publications.

3.11.4 Strategies

(i) Encourage and assist its academic members of staff to solicit funds for undertaking library researches and consultancies,
(ii) Review research agenda periodically,
(iii) Establish a specific committee dealing with research and publications and consultancy in the main library.

3.11.5 Operational Procedures

(i) Library staff to identify and undertake collaborative research and consultancy as per relevant university policies,
(ii) ARU library shall task its research and publication committee to promote and oversee research and publication activities, and
(iii) ARU library to update its research agenda within three months operationalising this policy.

3.12 Safety of Library Collections and Resources

3.12.1 Situation Analysis

ARU Library is stocked with many expensive collections and resources, which comprise the heart, treasury and heritage of an academic life of a typical university. It is imperative for all university libraries and resource centres, therefore, to design a well functioning mechanism which safeguards these resources against mutilation, destruction, theft and vandalism.

Mutilation and theft of library collections and resources are widespread in many libraries. Ardhi University Library has been experiencing several book mutilations and thefts every year. However, ARU has put in place mechanisms which enhance safety to library materials and resources but with little success. Checkpoint Management Platform has been introduced, characterised by the deployment of security officers alongside library staff at the main entrance-exist points, where the incoming and outgoing traffic movement is highest. Unfortunately, there is neither a surveillance camera nor any installed security mechanism to monitor library users. The rest of the libraries and resource centres do not have specified security facilities and hence safety conditions are worse.
3.12.2 Policy Issues

(i) Limited and inadequate security mechanisms to safeguard library collections and resources,
(ii) Absence of checkpoints in some of the university libraries and resource centres,
(iii) Lack of properly designated cloak rooms for ARU Libraries and resources centres, and
(iv) Current punitive measures and penalties do not deter potential library abusers from misusing library resources

3.12.3 Policy Statements

(i) ARU library shall introduce, deploy, assist and ensure that all libraries and resource centres are properly protected against loss, theft, vandalism and destruction and institute harsh punishment for library resource abusers,
(ii) ARU to educate and sensitize all library users on the importance of collective responsibility of protecting and safeguarding library materials and collections.

3.12.4 Strategies

(i) Initiate and devise security mechanisms by putting in place security equipment and establishing physical checkpoints for all the library and resource centres,
(ii) Designate and operationalise monitorable cloak rooms in all libraries and resources centres,
(iii) Introduce a system whereby library staff members keep a close watch on library users in order to deter library abuses and help the needy readers,
(iv) Run sensitization programmes for its members on the library security issues,
(v) Ensure all library buildings, materials and resources are insured as per financial regulations,
(vi) Revisit punitive measures designed for library resources abusers.

3.12.5 Operational Procedures

(i) ARU Library will station its staff and security personnel at all established entry and exit points to physically monitor, inspect and check incoming and outgoing users,
(ii) ARU Library will deploy “library rangers” to monitor activities in all reading places,
(iii) ARU shall install surveillance equipment including CCTV camera within one year of operationalising this policy,
(iv) ARU Library shall enforce Library Admission Regulations and oversee Use-Ethics for Library Materials and Internet Facilities, as stipulated in the Library User Guide,
(v) ARU library users to deposit their bags in the cloak rooms before being allowed to enter each of the libraries and resource centres,
(vi) ARU shall annually insure all library buildings, materials and resources,
(vii) ARU to install smoke detectors, alarms and automatic anti-fire water sprayers in all libraries and resource centres, and
(viii) ARU library shall run sensitization programmes for its members on the library security issues at the beginning of each academic year,
(ix) ARU shall equip and ensure safety of the library buildings materials and readers in the library building using municipal safety response equipment e.g., alarms, fire detectors, fire hose reels and extinguishers within one year of operationalisation of this policy.
CHAPTER FOUR

IMPLEMENTATION OF THE LIBRARY SERVICES POLICY

4.1 Overview

ARU library is a directorate headed by the Director under Deputy Vice Chancellor for Academic Affairs (DVC-AA). The library has a Board which formulates, oversees and implements the Library Services Policy. The Board consists of appointed members from within the university and outside. Recent expansion of the library in terms of readership and activities has necessitated the formulation of an improved Organization Structure capable of responding to the inevitable changes. Appendix 1 shows the proposed organisation structure. Under the proposed organisation structure ARU Library, consists of five departments which offer the following services: Acquisition and Cataloguing, Customer care, Reference and Periodicals, Preservation and Archives and IT and Training.

4.2. Policy Implementation

4.2.1 Institutional Framework

The institutional arrangements for the implementation of the ARU Library Services Policy and Operational Procedures shall involve participation of key stakeholders but not limited to the following:

a) Main/School/Institute/Centre/Departmental libraries
b) University administration
c) Partners
d) Government
e) Library users
f) Publishers and suppliers of library resources
g) Library Board

4.2.2. Roles to be played by the Major Library Key Stakeholders

A. Libraries and Resource/Research Centres
   (i) Ensure that Collection development is undertaken,
   (ii) Setting up rules and regulations governing library use,
   (iii) Management of library resources,
   (iv) Development of/and revisiting ICT policy, and
   (v) Monitoring and evaluation of the implementation of library services policy.

B. Central administration at the University
   (i) Persistently maintain the political will,
   (ii) Allocation of financial resources as stipulated in the policy,
(iii) Participation in enforcing the implementation of library rules and regulations,
(iv) Ensure library establishment is in place,
(v) Staff recruitment and development,
(vi) Physical expansion of the library, and
(vii) Overseeing and ensuring library safety and security.

C. Schools/institutes/centres/departments
(i) Encouraging use of library resources among staff and students,
(ii) Effective participation in the library collection development committees,
(iii) Participation in the selection of library resources,
(iv) Monitoring the implementation of library policy,
(v) Collaborating with main library and security organs in ensuring that resources are protected, and
(vi) Fostering inter-library/resource centres collaboration.

D. Partners
(i) Supporting libraries with resources for library development in terms of training equipment materials and expertise.
(ii) To support ARU initiatives, the training of library staff and stock the libraries and resource centres with update materials and collection,
(iii) To undertake collective library projects, research and consultancy.

E. Government
(i) Financial support through ARU budgeting allocation.

F. Library users
(i) Abide by library rules and regulations as provided from time to time,
(ii) Effective participation in the library boards,
(iii) Provide feedback in the implementation of library policy, and
(iv) Protection of library resources through participatory involvement.

G. Publishers and suppliers of library resources
(i) Adequately and timely supply of library materials and resources.

H. Library Board
(i) Getting involved in the setting up of library rules and regulations governing the use of library resources,
(ii) Oversee the implementation of library policy,
(iii) Directing ARU library in developing its resources which include human and technical resources,
(iv) Updating and monitoring changes experienced in library policy and find a way of rectifying them, and
(v) Overseeing major decision that would affect the overall running of the libraries and their staff.
4.2.3. Roles of the proposed departments in the library

In the proposed library organization structure, the departments are supposed to perform the following activities.

a) Department of Acquisition and Cataloguing will be responsible in:
   - Collection development and Acquisitions of materials
   - Cataloguing of reading materials and subject analysis

b) Customer care services will be responsible in:
   - Circulation of reading materials
   - Undertaking customer and Advisory Services
   - Delivering Audio Visual Services,
   - Undertaking Information Management and Marketing issues

c) Reference and Periodicals Services will be responsible in:
   - Maintaining and Special Reserve and delivering Referencing Services
   - Maintaining and updating Institutional Repository,
   - Overseeing acquisition and use of Periodicals.

d) Preservation and Archiving Services will be responsible in:
   - Preserving and archiving library materials
   - Undertaking reprographic services
   - Binding library reading materials

e) IT and Training Services will be responsible in:
   - Facilitating online public access catalogue
   - Undertaking training on information literacy and e-resources
   - Overseeing computer network
   - Maintaining and ensure IT security.

4.2.4. Administrative position and roles of the library

a) Library Board
The Board will oversee and implement the library Policy. The Board will make sure that the Library strategic plan is operationalised.

b) Director of Library Services
The Director reports directly to the DVC-AA. He/ She is responsible for all subordinate staff under his/her Directorate. His /her job is to undertake general administration of the Directorate, liaise with the university through the DVC-AA on issues pertaining to implementation of Policy Issues deliberated by the Board. His / Her job is also to oversee that the University mission and vision are fulfilled through the library activities.

c) Associate Director of Library Services
He or She undertakes day to day running of library activities through respective Heads of Department. He or She provides administrative assistance to the Director.
d) Administrative Officer
He or she provides administrative link within the Directorate. He or She handles Human resource issues and provides secretarial support to meetings carried out by the Directorate. He or she reports to Director Human Resources and Management.

e) Heads of Department
The heads supervise the daily activities in their respective Departments. They oversee disciplinary issues within their units.

4.3 Monitoring and Evaluation

Implementation of library policy will be done with immediate effect following the approval of the Library Services Policy. During its implementation, the policy will be monitored periodically and evaluated at the end of a specified period of time, using two pronged approaches i.e. internal and external.

As the implementation of the policy progresses, there shall be a continuous monitoring process which will be done by a special team. This team will comprise of the Director of the library services, Heads of the library departments and library coordinators in the institute, schools, centres and units.

However, there shall be an evaluation on the implementation process after every three years using internal and external experts. In order to facilitate both the monitoring and evaluation of the policy, the Library Directorate will have to submit all the necessary documents and reports to the appropriate teams. The internal evaluation will be conducted in the mid of the triennium i.e. not later than one and a half years after the start of a triennium while an external one will be conducted at the end of the triennium in question.

Internal evaluation of the implementation process will be conducted by a team which will comprise of appointed members from within and outside the university. Internal team will be headed by the Director ARU Quality Assurance Bureau who shall appoint members of the team among the University staff. On the other hand, external evaluation team shall comprise of five members, three of whom shall be from outside of the university and the other two members including the Director AQAB and one Senior Member of Academic Staff, to be appointed by the University Administration.
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Appendix 1

Ardhi University Organisation Chart

Deputy Vice Chancellor Academic Affairs

Library Board

Director Library Services

Associate Director Library Services

Administrative Officer

Library Coordinators in Institute, Schools, Units and Centres

Head, Acquisition and Cataloguing

Head, Customer Services

Head, Reference and Periodical Services

Head, Preservation and Archiving Services

Head, IT and Training Services