MIDLANDS STATE UNIVERSITY

FACULTY OF SOCIAL SCIENCE

DEPARTMENT OF LOCAL GOVERNANCE

LOCAL AUTHORITIES IN THE MANAGEMENT OF PUBLIC LIBRARIES: A CASE OF HARARE CITY COUNCIL.

BY

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REG NUMBER: R163861T

A DISSERTATION SUBMITTED TO THE MIDLANDS STATE UNIVERSITY IN

PARTIAL FULFILMENT OF THE BSC HONOURS DEGREE

IN

LOCAL GOVERNANCE

SUPERVISOR: MR MABIKA

GWERU, ZIMBABWE

YEAR: 2018

MIDLANDS   STATE   UNIVERSITY

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SUBMITTED BY**: Fares Gurende (R163861T)** in partial fulfilment of the requirements of a Bachelor of Science Honors Degree in Local Governance Studies.

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DISSERTATION TITLE : Role of local authorities in the management of public
libraries, a case study of Harare City council.

DEGREE PROGRAMME　　:　　　Bachelor of Science Local Governance Studies
Honours　　　Degree

YEAR GRANTED　　　　　:　　　2018

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I declare that this project with title **Local authorities in the management of public libraries. A case of Harare City Council** is my own work and was not plagiarized or copied from any other source. The contribution obtained from other researches and literature was cited and acknowledged accordingly.

DEDICATION

First and foremost, I dedicate this dissertation to my lovely husband Noah Chapukira for all the care and support he gave me throughout my studies, to my parents for raising and inspiring me to attain greater heights in life.

ACKNOWLEDGEMENT

TABLE OF CONTENT

ABSTRACT

Public libraries are critical to the well-being of any democratic society and Zimbabwe is not an exception. The International Federation of Library Associations (IFLA) Public library manifesto reemphasizes the role of public libraries as the living force to promote the active role of citizens in society through providing them with free access to libraries in order to benefit from high-quality education, culture, recreational and information. The establishment of public libraries in the 1890s in colonial Zimbabwe provided the basis for the current public library system and also the study. This study investigated the role of local government in the management of public libraries with specific reference to the City of Harare Public Libraries. It examined how the current socio economic challenges are undermining the public libraries ability to actualize its mandate as the all-inclusive poor people's university. It also explored the extent to which the local authorities are supporting public libraries and the factors that undermine efforts to fully capacitate them to enhance the delivery of quality library services. The study used a mixed method approach to investigate the City of Harare Public library services and the drive towards building an active and informed citizenry. The researcher used a number of theories drawn from management, Open Systems Theory, Technology Acceptance Model (TAM), and library science to underpin the study. The study highlighted the challenges that are affecting City of Harare public libraries with regards to providing state of the art library services. The researcher conducted an extensive literature review to analyse the context of the phenomenon understudy. Organizational structure and financial constraints were identified as the major stumbling block since the library relies on funding from the local government. The study highlighted how under funding has stifled the provision of quality library services as evidenced by poor static collection information and lack of Information and Communication Technologies (ICTs). The study proposes recommendations to enable the Harare city council authorities to work with key stakeholders to revamp or invigorate the public library system to enhance inclusivity through support teaching, learning and research. A vibrant public library system contributes immensely to local authorities' vision to create smart societies and restore the status of the city as a sunshine city. The study recommends strategies to improve the City of Harare public library service through partnerships and stakeholder engagement.

LIST OF ACRONYMS

ATU   Attitude Towards Usage

COH   City of Harare

DDC   Dewey Decimal Classification

ICT   Information Communication Technology

INFLA   International Federation of Libraries Association

OK   Organization of Knowledge

PEOU   Perceived Easy Of use

POTRAZ   Postal and Telecommunications Regulatory Authority of Zimbabwe

PPPs   Public Private Partnerships

PU   Perceived Usefulness

SPSS   Statistical Package for Social Sciences

TAM   Technology Acceptance Model

UDC   Universal Decimal Classification

UNESCO   United Nations Educational, Scientific and Cultural Organization

GLOSSARY OF TERMS

A public library: is a place where individuals access information and ideas learning centre where people can take part in learning activities, discuss and share knowledge and information.

Local government: from a legal point of view involve the conception of a territorial, non-sovereign community possessing the legal right and the necessary organization to regulate its own affairs.

Local authority: Is a public institution functioning under the direction and control of an elected council but subject to the directives of the national and provincial legislative and political executive institutions.

Inclusive development is a pro-poor approach that equally values and incorporates the contributions of all stakeholders including marginalized groups in addressing development issues.

Development: is a multi-dimensional process involving the reorganization and reorientation of the entire economic and social systems.

Access to information: means unhindered access to all the citizens which reflect the interest of the citizenry.

Culture: culture is a set of shared and enduring meaning, values, and beliefs that characterize national, ethnic, or other groups and orient their behaviour.

Education: is the development of individual according to his needs and demands of society, of which he is an integral part.

Research: is a systematic process for collecting and logically analysing information in order to provide answers and question (Cresswell, 2015)

Library users: It refers to those who benefited from the library service.

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

Appendix 1 Questionnaire for the management

Appendix 2 Questionnaire for the library staff

Appendix 3 questionnaire for the library users

Appendix 4 interview questions for the management

Appendix 5 Interview questions for the library staff

Appendix 6 Interview questions for the library users

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.0 Introduction

This chapter presents a background and overview of the research area which is Local authorities in the management of public libraries, a case of Harare city council. This chapter also looks at the statement of the problem of the research under study getting it from the background given. It goes on to give an outline and contextualize the research question throughout the study. These parts tries to bring out the major elements or the targeted outcomes expected from the study. Also the delimitations and limitations of the study were given. Finally, the chapter concludes by giving an outline of the entire study and what will be covered in each chapter.

1.1 Background of the study

The Harare city council operates a total of ten libraries in the former African townships and these are centrally administered from the Highfield central library. The Kuwadzana public library is not yet functioning due to bureaucratic bungling and political instability in the country. Municipal libraries are administered by the City of Harare's Housing and Corporate services department. Currently, the department has managed to amalgamate with the Harare City libraries (Mount Pleasant, Greendale, Highlands, Mabelreign and Hatfield). The issue is not yet finished once they finish the libraries will be under the city of Harare council. The public libraries must play a role to enable citizens to access information for free without any obstacles.

The United Nations Educational, Scientific and Cultural Organization (UNESCO) Manifesto, (2002) states that there are many different models of the relationship between public libraries and government. The manifesto further notes that in different countries, provinces, regions, states or municipalities are, either in whole or in part, responsible for library services. The manifesto further argues that since public libraries are a locally based service local government is often the most appropriate place in the government structure for them. The United Nations Educational, Scientific and Cultural Organization (UNESCO) Public Library Manifesto (2002) describes the public library as "the local centre of information, making all kinds of knowledge and information readily available to its users". The manifesto further notes that the library services and collections must include all types of appropriate media including modern technologies as well as traditional or classical content.

The Manifesto of the International Federation of Libraries Association (INFLA) /UNESCO on public libraries (IFLA, 1994) views public libraries as the living force to promote the active role

of citizens in society through providing them with free access to libraries in order to benefit from high-quality education, culture, recreational and information. The possibility of access to information is crucial to freedom and to the establishment of a democratic and socially and economically inclusive society. The Manifesto proposes that the library, in addition to allowing free access to information, should provide services to enhance equal access to all community groups, and it promotes the social well-being of citizens irrespective of class, race, gender and any other status. "A public library is an organization established, supported and funded by the community, either through local, regional or national government or through some other form of community organization. It provides access to knowledge, information and works of the imagination through a range of resources and services and is equally available to all members of the community regardless of race, nationality, age, gender, religion, language, disability, economic and employment status and educational attainment" UNESCO Manifesto (2002:13).

The UNESCO Public library manifesto (2002) focuses on socially excluded groups forgotten, for example, linguistic minorities, handicapped, prisoners and hospitalized people. Public libraries are expected to perform a vigilant and vibrant social function in order to realise social inclusivity. By advising that the collections should reflect the society regardless of ideologies and policies, the document reiterates the willingness that the library becomes more sociable.

Since public libraries have an obligation to make sure that citizens have democratic access to information, the researcher was spurred to conduct the research so as to get an insight into the role of local authorities in the management of public libraries, a case of Harare city council where the researcher is employed as a librarian. The researcher was also inspired by the desire to generate new knowledge through conducting research and coming up with new findings on how best the local authority can develop a vibrant library system for the benefit of its citizens. The researcher will use a combination of qualitative and quantitative approach in order to come up with well-balanced data that answer the research questions and cover some gaps in the board of knowledge on local government and public libraries in the city of Harare.

1.2 Statement of the problem

The public library is a democratic institution which enables citizens to access information for free without any hindrances. However, in Zimbabwe socio-economic challenges are undermining the fulfilment of the public library's mandate with regards to access to information. Local authorities have an obligation to support public libraries to ensure the development of informed active citizens. The failure by the public library to fulfil its mandate undermines the rights of citizens to inclusive development. Public libraries in the city of Harare especially those operated by the

Harare City Council are suffering from serious financial constraints. This financial constrains has stifled information provision. Most books in the libraries are out-dated and has proved to be of lesser important to the library users. Harare City Council public libraries does not own any computer and they are using Brown Issue System which is an out-dated card and loan system to be used nowadays. The libraries have low staffing levels which becomes a challenge in terms of proper management of a public library. In contrast, many feature book shelves are in shambles, its text books are tattered and torn and some of the books have missing pages or torn covers, broken windows, physical buildings of public libraries are in a dilapidated state, dysfunctional toilets and most of the reading text books have become irrelevant and no new editions are being put into the libraries and the local authority failed to restock. The above challenges have disadvantaged the city of Harare public library users. Public libraries in such a current knowledge-driven economy should develop sustainable ways so as to remain in sync with the demand of such a dynamic environment. The researcher intends to examine how the Harare city council authorities can work with key stakeholders to revamp or invigorate the public library system to support teaching, learning and research. A vibrant public library system contributes immensely to local authorities' vision to create smart societies and restore the status of the city as a sunshine city.

1.3 Research objectives

1.3.1 General research objectives

Investigate the role of the local authority in the management of public libraries in the city of - Harare.

1.3.2 Specific Objectives

- To examine the role of local authorities in supporting public libraries in Harare.

- To assess the quality of Harare city council public libraries facilities and services

- To find out the challenges for public libraries in Harare city council.

- To identify strategies to be used for the city council to support public libraries.

1.4 Research questions

1.4. 1 Main Research question

What is the role of the local authorities in the development of public libraries and an informed citizen?

1.4.2 Sub research question

i. To what extent does local authority support public libraries?

ii. What is the current status of public libraries in the City of Harare (COH)?

iii. What are the factors that undermine the development of public libraries?

iii. How best can local government support public libraries?

iv. What strategies would best serve the interest of the city council, citizens and the public library?

1.5 Significance of the study

This study is justified because it contributes to information and knowledge to support evidence-based decision making for the local authorities with regards to the development of public libraries. The study will also generate knowledge for the benefit of the various stakeholders including the library profession, local authorities, scholars and citizens. It will also provide the basis for further research into areas that affect the development of public libraries in Zimbabwe.

The research study will generate new knowledge to add on to the body of knowledge on librarianship with a focus on public libraries. It also creates new opportunities for upcoming professionals since it will recommend for more financial support from the City Council (local government). The study will also leverage the status of the profession through generating new knowledge. It will highlight the need for policy makers to view library science professionals as key stakeholders in development matrix.

An ideal public library service should provide convenient and affordable services. This research envisages a first class public library system for the benefit of citizens. The existence of a vibrant public library system is an indicator of civilization progress and development. At a time when places are being overshadowed by commercial spaces, it is imperatives for local authorities to rethink the need to invest in smart social spaces like libraries which are free from overtaxing money exchanges, typical of supermarkets and other commercial spaces.

The research will generate new scientific knowledge to support the evidence-based decision making with regards to public library development. It helps the local authority in the formation of policies to uplift citizens. The city council has the responsibility for providing for the social and cultural needs of its citizens.

1.6 Delimitation of the study

This study is going to focus on Harare City Council and its role in managing and promoting public library development. The study will focus mainly on what the city council is doing for public libraries and the factors that have led to under-funding of public libraries *vis-a-viz* their mandate to the community.

1.7 Limitation of the study

Bell (1994) defines limitations as constraints that govern the extent to research studies. The research respondents of participants will need to seek permission from higher authorities to respond to questionnaires and interview schedules with regards to the sensitivity and confidential aspect of corporate information and impact of institutional politics vis –a- viz freedom of expression. The researcher will guarantee the respondents their right to confidentially and privacy. The researcher will also apply for authorization to conduct research and will uphold ethical considerations in dealing with respondents. The researcher will inform the respondents the benefits of the research.

1.8 Definition of key terms

A public library: is a place where individuals access information and ideas learning centre where people can take part in learning activities, discuss and share knowledge and information.

Local government: from a legal point of view involve the conception of a territorial, non-sovereign community possessing the legal right and the necessary organization to regulate its own affairs.

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Research: is a systematic process for collecting and logically analysing information in order to provide answers and question (Cresswell, 2015)

Library users: It refers to those who benefited from the library service.

1.9 Conclusion

Looking at the information given above it can be noted that undertaking the research is really necessary and is feasible. The study is also worth undertaking because looking at the background of the study in this 21st century, the way public libraries are being managed should be improved and be efficient. The succeeding chapter (chapter two) will be looking at literature review pertinent to the study to identify bottlenecks and to identify areas that have been mostly researched. Chapter three will be looking at research methodology being used in the study and chapter four will be looking at data presentation and analysis and the last chapter will be chapter five which will be giving the summary, conclusion and recommendations pertaining to the topic under study.

CHAPTER TWO 2: LITERATURE REVIEW

2.0 Introduction

This chapter will focus on literature review related to the topic. This chapter will make a deep analysis into relevant literature. Williamson (2002:46) defines literature review as identifying, locating, synthesising and analysing the conceptual literature as well as completed research, reports, articles, conference papers, books, thesis and other material about the specific problem of a research topic. Literature review is an account of what has been published on a given topic by accredited scholars and researchers. It is a description of the literature relevant to a particular field of a topic. The literature review may provide a critical assessment of the literature of a particular field, contrasting the views of particular authors or raising questions and stating where weaknesses and gaps are to avoid reinventing the wheel. The central focus, therefore, is to examine and evaluate what has been said before on a topic and establishing the relevance of this information to my own research. According to Dooley (2003:284), it was noted that literature review helps to identify relationships between ideas and practices by relating ideas and theories to applications.

2.1 Conceptual framework

According to Strauss and Corbin (2006), conceptualization refers to the act of taking a part of an observation and then naming each discrete incident, thereby assigning meaning to the concepts on previously undertaken researches and relates them to the proposed research. The definition of concepts establishes consistency and shed more light on how they will be adopted in the current research. The conceptual framework underpinning this study is the management of public libraries by the local authorities. Public libraries operating under the banner of local authorities do not deliver services in a vacuum but they make sure that services offered should support the strategic objectives of the umbrella organization which is the local authorities' strategic plans. Library management involves planning leading, controlling and organizing. Ranganathan (cited in Opara, 2010) establishes five laws of library science which have been further reinterpreted by Gorman. These laws provide for the guidelines on how libraries should be managed.

2.1.1 Library management

Library management is about planning, leading, controlling and organizing. Burnes (2009) defines the word management as the process of planning, organizing and controlling resources and people in order to produce goods or provide services. In the context of library management,

the management of libraries means in simple terms efficient and effective management of material (information resources), employees, money and machinery to meet the objectives of the libraries. The management theory stresses the need for effective planning to ensure that organizational goals are obtained. Planning is about making decisions concerning library goals or organizational goals. Leading involves stimulating high performance by employees through managers. Organizing is about coordinating financial, human resources, information and other resources needed to achieve the goals of the library. These managerial functions are integrated. For a library to give a better performance, they need to excel in organizing material resources and in leading human capital.

According to Opara (2010), Ranganathan was named the father of library science who propounded five laws of library science in 1931. These five laws have been applied in all libraries worldwide. In 1995, Gorman (2000) reinterpreted Ranganathan's five laws so as to make them applicable to this digital age era. For the management of public libraries to be well implemented in the libraries, the five laws must be applied. The five laws of library science propounded by Ranganathan to be used in library management are as follows:

1. Books are for use;

2. Every reader his or her book;

3. Every book its reader

4. Save the time of the reader and

5. A library is a growing organism (Opara,2010)

To apply the new law of library science in the management of public libraries first there is need to first understand the five laws of library science by Ranganathan and how are they being applied in the management of public libraries so that it can be easier to shift from the current to desired situation.

'Books are for use' is the first law of library science propounded by Ranganathan in 1931 (Gorman, 2004). This law clearly shows that a library has to play a part as the change agent. Libraries are instruments to the desires of the library users and there are not the end in themselves (Opara, 2017). Librarians has the task to make sure that the library collections are maximally used and accessed. There is need for systematic and carefully selection of the library books so that the books can be used within the library. The library should put in place a policy of periodic weeding of the obsolete library material so as to create space for the new books with current

editions. Opara (2017) further went on to say that the first law put more emphasis on access and use of the library resources.

'Every reader his or her book'; this is the second law of library science of Ranganathan (Gorman, 2000). Since libraries are social institutions they possess the commitment to provide services which include to be sensitive to needs and the use of information and also have the desire to match these informational needs. In support of this point of view, Kulkarni and Deshpande (2012) opine that the expectations of library users serve as guidelines for the planning of library services, integrated library development and enrichment of the existing collection. Efforts has to be made in order to make sure that books selected in the libraries correlate with the users' requirements. The case always remains as it is that, no library no matter how good that library is can fulfill the needs of all its users. Thus, in trying to provide every reader his book, libraries do practice inter-library loan, library networking, cooperative acquisition and library consortia (Opara, 2010).

'Every book its reader' is also another law of library science propounded by Ranganathan (cited in Opara, 2010) that can be used in the management of libraries. Opara, (2010) opine that this law of library science implies that the librarians responsible for the acquisition of the library material must ensure that each item brought into the library has the individuals or individual who find it useful. This law is about fighting against censorship and inequality of access that has governed civilization. If access to information is being barred, this will be against Ranganathan's philosophy. In other words, the second law of Ranganathan provides freedom to access knowledge and information. The library possesses commitment to services since they are social services institutions these services include sensitivity to the needs and informational use and the desire to match these needs. According to Kulkarni and Deshpande, (2012) the expectations of the library users serve as a guideline for the integrated library development, enrichment of existing collection and planning of library services.

'Save the time of the reader' is another law of library science (Opara, 2010). This law in the context of library management has its emphasis on efficiency in service delivery. To achieve this, libraries must have a well-motivated and professionally competent workforce. Rules and processes of the libraries should not create barriers for users to get access to the library materials. Users need for information has to be quenched as soon as possible. Also well-organized library collections save the time of the reader. To save time of the reader libraries instituted services such as reader's advisory service, user education and library and shelf guides. To go a bit further, modern libraries are making use of integration of Information and Communication Technologies (ICTs) into all operations of the library not to provide access to wider range of information to the

user but also as a way to save the time of the reader. The management of a local authority upon which a public library is operating has to make sure that enough budgets for the procurement of library materials have been made a priority. According to Ranganathan (cited in Opara, 2010) he emphasize much on the preservation of information and knowledge as very important. However, for this to be well achieved, the librarians as well as the library management team needs to possess certain attributes such as the mental agility and also to have an ability to recall from memory.

'Library is a Growing Organisms' is the fifth law of library science propounded by Ranganathan (Opara, 2010). This law is about flexibility and change. For the libraries to copy up with flood of information which is being created, they have to be dynamic. Since public libraries are there to serve people at large, they must be able to response to both the internal and external changes, thus, this law encourages that. This means that libraries' services, collections and buildings must adapt to the changing needs and time. This can be done through updating the professional skills as well as knowledge of those working in the libraries. The collection within a library should be expected to reflect the increase in knowledge. Library materials within a library should be consumable. This is the most important aspects of Ranganathan's fifth law which reads the library is the growing organism (Opara, 2010)

Gorman in 1995 reinterpreted the five laws of Ranganathan and come with his five laws. He found Ranganathan's laws a bit outdated for the current situation of libraries (Gorman, 2004). He considered to advance and expand Ranganathan's law so as to keep up with the rising technological world and led him to come up with new five laws of library science in 1995. These laws have to be applied in the management of public libraries so as to achieve a better place for the public libraries in today's dynamic environment. These five laws by Gorman include the following,

1. Library serve humanity,

2. Respect all forms by which knowledge is communicated,

3. Use technology intelligence to enhance service,

4. Protect free access to knowledge and

5. Honour the past and create the future (Gorman, 2004:376-380).

The five new laws by Gorman theorize the way that libraries should function today in comparison with the past. It does not mean that librarians should apply all five new laws of Gorman to all situations. This study will primarily focus on laws number three and five since they are applicable to this modern age era of information technology, use of information as well as ease of use

for library users. The management of public libraries by the local authorities should make use of these laws as articulated by Gorman so that public libraries do not lag behind.

I. Use Technology Intelligently to Enhance Service

Introducing technology to the libraries is not a new thing but it has its relevance in this modern age era. When technology is being introduced in the libraries today, the libraries tend to embrace and this can have negative and positive outcomes. The introduction of technology within libraries help to provide new services and materials which will help to offer more sources of information and the library users will spend their time looking for the information they want. According to Spira (2012) when a patron has limited time to sought through many options, it can lead to poor choices of sources. Sometimes the unavailability of these technologies in the public libraries is inevitable but libraries should look for way that will enhance easy access to information for patrons. However, technology is not the answer to the gaps of knowledge. Neuman (2006) for example, found that introducing technology to libraries in lower-income neighbourhoods distracted the children from literacy related activities and reading. This highlights the need for thorough evaluations of the use of these technologies for example video games (Levine, 2006).

II. Honor the Past and Create the Future

The history of the library has its impacts on the future processes. In the past libraries provides information to the community it served. By having such a thing in mind, today's modern libraries should also provide information to its patrons at large. It is not beneficial for a library to be static, without history and without growth. Innovations is a necessity if public libraries are to be progressive. The management of public libraries should focus on innovation but they should make sure that over-innovation is avoided. According to Mahmood et al., (2010) they opine that users consider avoiding even the possibility of overload. In today's dynamic environment, the job of the librarians extends beyond helping patrons but rather it requires the librarians to be dedicated to the creation of the future space for users through focusing on the appropriate growth of the roles of the libraries.

The applicability of these laws in the management of the public libraries today is that, librarians in today's modern day should be able to adapt library model which is current without limiting the library users to the newest services and materials. However, they should blend both the modern and traditional services in a library so as to make it easy for the library users to quench their informational needs.

2.2 Theoretical framework

Theories are formulated to explain, predict and understand phenomena and in many cases to challenge and extend existing knowledge within the limits of the critical bounding assumptions. Theories are a set of ideas that are properly presented or argued out with the intention to explain facts or events (Hornby, 2005). Theoretical framework introduces and describe the theory which explains why the research problem understudy exist. There are some theories which can be used when analysing how local authorities manages their public library. Local authorities have a mandate to make sure that services are provided to the people within its jurisdiction. The theories that can be applied to the local government management of public libraries include the Open System Theory and the Technology Acceptance Model (TAM). In the context of librarianship, two fundamental concepts have been identified which can be used to support this study namely Organization of Knowledge, Classification and the International Federation of Libraries Association (IFLA) Meta data standards (Gorman, 2002: 1-13).

2.2.1 Open system theory

The open system approach was first applied by Katz and Kahn, who adapted General Systems Theory to organizational behavior (Mele, 2010). Ludwig von Bertalanffy is mainly remembered as the first to advocate a General Systems Approach (Vuuren, 2002). According to Katz and Kahn (cited in Mele, 2010) an open system approach identifies organizational behavior by mapping the repeated cycles of input, throughput, output, and feedback between an organization and its external environment. Theoretically, systems can be considered either open or closed. Open organizations exchange information, resources or energy with their environments, whereas closed systems do not. Open systems are responsive to the changes in the environment upon which it operates.

The open system theory sees an organization in its entirety. Rather than a particularistic perspective, it attempts to take a holistic. Burnes, (2009) asserted that the Open system theory sees organization as composed of a number of interconnected subsystems. It follows that any change to one part of the system will have an impact on the other parts of the system. This will in turn, have an impact on its overall performance. Supporting the above statement, Luhmann, Baecker and Gilgen (2013) asserted that, the subsystems are interdependent meaning that if alterations are made to one part of an organization without taking account of its dependence or impact on the rest of the organization, the outcome may be sub-optimal. The open system approach is based on a method of describing and evaluating these subsystems in order to determine how they need to be changed so as to improve the overall functioning of the

organization (ibid). This theory does not just see organizations as systems in isolation, however, organizations are 'open' systems.

There are two respects by which organizations can be seen as open system. The first one is that they are open to and interact with their external environments. The second thing is that organizations are open internally meaning that there is the interaction of various sub-systems with each other within an organization. Therefore, if one area is affected, this will have an impact on the other area, thus, affecting the performance of the whole organization and in turn have an impact on the external environment and vice versa.

The open system theory has its objective which is to structure the functions of a business in such a manner that through clearly defined lines of coordination and interdependence, the overall business objectives are collectively pursued. The emphasis towards the use of open system theory is on achieving overall synergy, rather than on optimizing the performance of any one individual part per see.

Figure 2.2 A diagram below shows subsystems of an open system theory operates.

Environment

Inputs

Throughput

Output

Feedback
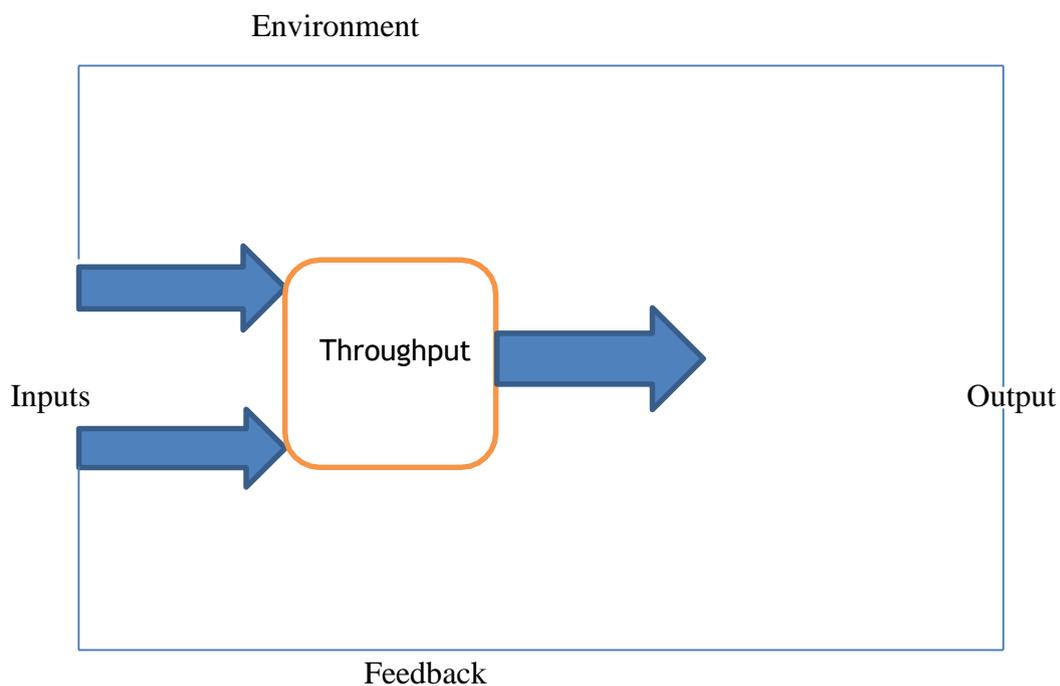
Source: Katz and Kahn (cited in Mele, 2010)

2.2.1.2 Application of open system theory to the study

For public library under the banner of local authorities to effectively and efficiently achieve its objectives, it has to identify, understand and manage interrelated processes as a system. The public library under the control of local authority can be taken as a system. Libraries can take inputs in the form of capital, human resources, raw information and technology (Calvert, 2008). Houghteling (2006) opine that, it is essential to receive inputs from the environment if organizations is able to respond effectively to its ever-changing environment. Once having the inputs libraries do process the resources through application of labour, operations and management. For example, in the processes, that is where activities like acquisition, cataloguing, classification, indexing and shelving can take place. After the processing, the outputs can be obtained as products or services. Hernon and Dugan (2004) asserts that an output is institutionally or organizationally based. Then after the output, here comes the outcomes in the form of feedback. According to Calvert (2008) outcomes is the impact of an output on an individual and this can personally be experienced. He went further to say an outcome or feedback can answer the question "how well the service or the product is". Services can be in the form of reference services, information provision or provision of electronic materials. The output has its purpose of satisfying demand from the environment. Public libraries under the banner of local authorities do require feedback from the environment so as to avoid risk of failure because they are there to satisfy the demand of the public since the public are the rate payers of the local authorities. Calvert (2008) opine that if a system ignores the feedback coming from the environment it can risk failure.

Public libraries are there to provide reference services as well as information to the public at large. However, in order to satisfy its users, they must be able to gain feedback from the environment upon which it services. This feedback can come in the form of feedback. Its existence can be noticed in terms of lower usage of the libraries, complaints by the users of the services and inappropriate use of resources. All this are signs that the organization should notice. The feedback obtained can be used by the local authorities to look on the best way to manage their public libraries. If local authorities do not get the feedback, it will be difficult for them to know what is being needed of them so as to better manage the public libraries to satisfy the societies' demands of information.

From the above deduction, the author chose to apply the open system theory amongst other theories of management because local authorities are complex organization and the public libraries under the control of local authorities have many variables to be studied. Therefore, in order to understand those variables, the application of the open system theory plays a crucial role

because these variables are unpredictable. An open system theory provides a framework which will help to study complex variables that influence one another. It also helps to a complex web of relationship of organisation's operations as the system moves towards the achievement of its goals. For example, public libraries activities under the banner of local authorities needs to be well managed in order for the goals of the organization to be achieved. Therefore, understanding the variables at each subsystem will help an organization to identify areas which requires much attention in order to provide proper services to the public upon which the local authorities operates. Also the importance of the open system theory to the study is that it helps concentrate on the results at the end rather the means. This helps to provide efficient and orderly plan of action especially in the management of the public libraries in such a dynamic environment which requires organization to have a proper plan of action so that they would not lag behind.

2.2.1.3 Limitation of open system theory

The Open system perspective though it has attracted much praise and attention, it has got its shortcomings. A good example of its shortcoming has been propounded by Butler, (cited in Burnes, 2009) while hailing it as a major step forward in understanding organizational change, points out that, 'Social systems are extremely dynamic and complex entities that often defy descriptions and analysis. Therefore, one can easily get lost in attempting to sort out all the cause-and-effect relationships'. Sigh (2017) also mention that the nature of the interdependence of the subsystems is not defined. He went further to say, the theory may not be applicable to organization that are small but it assumes that most organizations are complex and big. However, despite the criticism, the level of support for this approach is formidable (Burnes, 2009).

2.3. Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) has been used extensively in other related studies that relate to digital and electronic libraries and was developed by Fred Davis in 1986 (Priyanka and Kumar, 2013) to explain computer-usage behaviour. It models how users accept and use new technology. The model suggests that when library and users are presented with a new technology, a number of factors influence their decision about how and when they will use it. Various factors that promote the use and acceptance of technology has been identified by Teo (2013). These factors include beliefs, individual differences, attitude, social influence and situational influences. These factors according to him can either promote the ability to accept or reject the use of technology.

A prominent theory that seeks to investigate the attributes that influence the adoption of technology is the Technology Acceptance Model (TAM). The theory is being described by Ducey (2013: 3) as a "parsimonious theory of technology adoption" in an establishment which entails that individual responses towards a technology can trigger intentions or curiosity to use the technology, which in due course can influence actual usage. The Technology Acceptance Model (TAM) developed by Davis (1986) states that, the success of a system can be determined by user acceptance of the system, measured by three fundamental construct factors which are Perceived Usefulness(PU), Perceived Ease Of Use (PEOU) and Attitudes Towards Usage (ATU) of the system (Durodolu, 2016). Teo (2013) and Pantano and Di Pietro (2012) seen Perceived Usefulness as a subjective prospect that specific application systems will increase job performance within a particular organization. It is also being known as 'performance expectancy'.

Perceived Ease of Use (PEU) according to Davis (cited in Durodolu, 2016) is the "degree to which a person believes that using a particular system would be free of effort". Perceived ease of use has been observed by Wen and Kwon (2010) and they stated that "Perceived Easy of Use is anchored on the belief that it would be effortless and hassle-free to acquire a particular skill" also known as 'effort expectancy'. There are certain factors that have been enumerated by Nanthida (2013) that may influence the Easy of Use of modern resources such as the characteristics of the information resources, technical equipment and support as well as the job experience.

Figure 2.3 Technology Acceptance Model
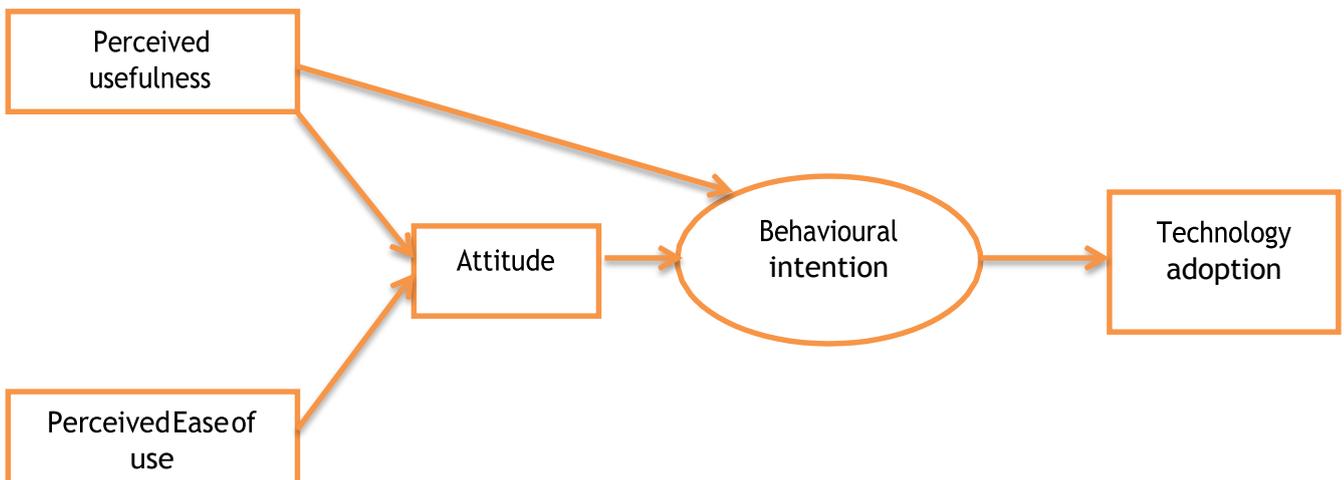
Source: David (cited in Durodolu, 2016)

To test the authenticity of TAM, many studies have been conducted. Examples of the studies include the following, Aypay et.al (2012) tested the theory in order to predict the intensity of how

the technology can be accepted among the pre-service teachers and the results indicated that there is a relationship between information acquisition and the theory. The study was also carried out by Garg and Garg (2013) on formulating perception that regarding new technologies, subjective and social norms influence consumers as well as perceptions of the quality of services. All these studies tested the authenticity of the Technology Acceptance Model (TAM).

Many theories that are applicable to the management of information in the public libraries have been developed. These theories include the Theory of Reasoned Action (TRA) by Ajzen (Priyanka and Kumar, 2013) and the Theory of Planned behaviour by Ajzen (1991). Despite all the theories mentioned above, Technology Acceptance Model is the most applicable in my view because it predicts user's behaviour as propounded by Huda et.al (2012:272) where he mentioned three factors "the first one is personal in nature which reflects human attitude the second is a subjective norm which shows social influence and the third is called perceived behavioural control".

2.3.1 Application to the study

The Technology Acceptance Model have been chosen to be used in this study because it relates to adaption and use of technologies for example integrated library management digital repositories and literacy education. Public libraries are poised to play a crucial role to support research and learning. Zak (2014) recognizes the importance of Information technology for the library and information science profession as it places the profession in a position of knowledge navigators and change agents that will meet the specialized needs of clients. Gorman's five laws of library science that should be employed in the management of public libraries shows that the public libraries should see the importance to re-engineer and re-invigorate the management of public libraries in local authorities in a manner that will accommodate the use and adoption of new technology. The changing role of the library has been observed by Balandzic and Johnson (2013) and they propounded that a library has to transform from a physical place to a digital environment. Technology Acceptance Model (TAM) plays a crucial role to help to enhance the desire for adoption and use of the information technologies.

Most public libraries are shifting from manual to electronic use of resources so as to avoid lagging behind. So whenever a new system is being introduced into the organization, there are different behaviours which can be noticed towards the usage of that particular system, therefore TAM is a theory which best explains how these behaviours can be noticed. TAM theorize that an individual's behavioural intention determines a system's use; the behavioural intention is jointly determined by perceived usefulness and an individual's attitude toward using the system. The

attitude or behavioural intention relationship TAM represents suggests that "all else being equal, people form intentions to perform behaviours toward which they have a positive effect" (Davis, et al., 1989: 986). According to David (cited in Durodolu, 2016) TAM suggests that interventions such as system and user training can alter user beliefs.

TAM suggests that users formulate a positive attitude toward a particular technology when they perceive that the technology is useful and easy of use (Davis, 1989). When library users perceive the Information Communication technologies as one that is useful and easy to use, then they may have a positive attitude towards using technologies. The attitude towards the new technology is of vital importance to establish and ensure the technology acceptance within the organization. TAM proposes that the two theoretical construct, Perceived Usefulness (PU) and Perceived Ease of Use (PEU) on the individual level are determining factors on an individual's acceptance of an information system (Davis et al cited in Durodolu, 2016). Taylor and Todd (1995) state that assessing the value of information technology to organizations (for example, college, universities, libraries and public schools) and understanding the determinants of that value are keys to acceptance, integration and use of the technology.

With the advancement of computer and networking technologies, there has been a significant growth in the availability and use of electronic information resources (Grenfield, 2001). The internet, online databases, e-journals, e-books and various e-resources can be accessed through computers as well as through social media. If control is not exercised on the use of these gadgets for sharing educational materials, then most valuable time will be used for non-educational purposes.

Therefore, from the above deduction, TAM was chosen as the theoretical framework in the study due to its relevance and appeal in the provision of a framework that informs users of adoption of technology and also it has been adopted by other researches. These theories have been chosen because it relates to adaption and use of technologies, for example, Integrated library management systems, digital repositories. The use of the modern technologies is seen to be appropriate in this changing information environment because these technologies promote access to information resources which are up-to-date to advance developments and productivity. However, the ability to effectively use the Information Technologies apparatus will help to efficiently access and utilize these information resources.

2.3.2 Limitation of TAM

Technology Acceptance Model (TAM) has its limitations. The first one is that it does not consider organization and system variables such as financial cost to the individual, system characteristic, training and management support (Handy and Hunter, 2001). Some individuals fail to use the technology due to ignorance and could utilize it better if trained and some do not have access to computers which can be used for easy accessibility. A key criticism is that TAM fails to acknowledge individual differences such as experience, age and gender that may influence an individual's attitudes about a given technology or system. This, in turn, can influence the intention to use an innovation (Agarwal and Prasad, 2003). Furthermore, Biljon (2006) states that TAM does not cover social and cultural factors.

2.4 Organization of Knowledge (OK)

In the library management context, over the years, researchers in information science, use different techniques to organize information resources of different types so that it will be easily retrieved by those in need of information. Information is very essential and it is needed for personal development. The term Knowledge Organization has originated in the library field. Its establishment seemed to have been started around 1900 by people like *Charles A. Cutter* and *Ernest Cushington Richardson* and stabilized by *W. C. Berwick Sayers* and Henry Bliss (Karabeg, 2000). Bliss' book of 1929 *the organization of knowledge and the system of the sciences* represent one of the main intellectual contributions in the field (ibid). All of the above authors argued that book classification is based on knowledge organization as it appears in science and scholarship. The best way to organize books in libraries (and document representations in bibliographies) was to make the library classification reflect a scientific classification which, in turn, was supposed to reflect the nature of reality.

Cutter, Bliss, and other important classification researchers from the period of the second half of the 19th century and the first half of the 20th century, realized, that what is organized cannot be taken as absolute truth. However, Bliss believed that knowledge was relatively safe and true, which is why a kind of consensus could be established. Because of this, Bliss and his contemporary chose the term "knowledge organization", "knowledge" understood in the Platonic tradition as "verified, true belief". The philosopher John Dewey, in his preface to Bliss 1929 (cited in Mortimer, 2000), wrote:

> "A classification of books to be effective on the practical side must correspond to the
> relationships of subject-matters, and this correspondence can be secured only as the

intellectual, or conceptual, organization is based upon the order inherent in the fields of knowledge, which in turn mirrors the order of nature" (Dewey cited in Mortimer,2000).

Different tools for organizing information resources in library and information services include classification schemes like the Universal Decimal Classification (UDC), Dewey Decimal Classification (DDC), Bibliographic Classification (BC) and Colon Classification. Also, there is another tool to be used other the classification tool called the Subject Heading List which can be used to develop subject indexes for library catalogues.

Nowadays in this technological environment where people are moving from manual to electronic use of resources, new systems of organizing knowledge are being introduced through the application of Information Communication Technologies (ICT). Organizing knowledge includes classification, cataloguing and indexing these activities usually takes place within libraries, archives, databases. This work requires those who have skills in that particular field to take the responsibility. Those to perform the task of classification, cataloguing and indexing are the librarians, archivist, and subject specialist. According to Anderson (2007:471) "Knowledge organization in the context of library and information science is a short form of knowledge resource organization". Organization of knowledge is very important within libraries because they facilitate easy retrieval of information by the users. Once the information becomes easily accessible, it means the 4th law of library science by Ranganathan (cited in Opara, 2010) will be fulfilled which says 'save the time of the reader'. Organization of information has made the shelving of books in the library easy and systematic to an extent that the information is now being made available on the shelves.

2.4.1 Application of Organization of Knowledge to the study

Since Public libraries are complex web of information, data and knowledge, books and other library materials like journal needs to be well catalogued and well organized in a logical way for the users to easily access them. Organization of Knowledge (OK) played a vital role in the management of public libraries. Reding (2005) opine that libraries are collectors and stewards of our heritage, they are organizers of the knowledge, they add value to the library collection by cataloguing, classifying, indexing and shelving. Organization of knowledge include classification of library books which will help to organize library materials at a general level for example at the shelves and it also provides subject headings that provides the more detailed access to the reading material. A knowledge society according to Abdulsalami et al. (2013) is being considered as the basic foundation for the development of any nation. However it is hard to think of the current situation of knowledge evolution without the availability of Information Technologies (ibid).

With the coming in of new technologies, there is change in the information landscape. Libraries need to adjust its services in order to keep current as well as to stay relevant. Innovation is needed in the management of public libraries so as to stay ahead of their users. This has been confirmed in relevant studies by Jain (2009) and Pantry and Griffiths (2003). Organization of knowledge also plays a major role in fulfilling the 4th law of Ranganathan which says 'Save the time of the reader'. Organization of Knowledge (OK) is very critical for improving the operations of the library. INFLA (2015) highlighted the importance of developing competencies and skills which needs to be prioritised inorder to facilitate Organization of knowledge. In some cases, lack of competencies can demotivates employees. According to Kumar (2010) librarian and information professionals are being trained so as to become experts in searching information, acquisition, selecting, organizing, and preservation as well as disseminating information to the users. This will help to facilitate easy access to information by the library users.

2.5 International Federation of Libraries Association (INFLA)/United Nations Educational, Scientific and Cultural Organization (UNESCO).

The INFLA/UNESCO have shaped the way libraries are being managed today. These two groups have been rapidly recognized as an important document that provides the fundamental principles of the public library services. The document has been translated into more than twenty languages (Munchen, 2001) and has become an influential document to be used in the public library. The INFLA/UNESCO document clearly stipulates the standard and guidelines that librarians and policymakers can use in developing services of the public libraries. Different manifestos have been stipulated in the document which provides guidelines on the way public libraries are being conducted or managed. One of its manifestos is that "The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision making and cultural development of the individual and social groups" (INFLA/UNESCO *Public library manifesto*, 1994). This manifesto proclaims UNESCO's belief in the public library as a living force for education, culture and information and as an essential agent for the fostering of peace and spiritual welfare through minds of men and women (Munchen, 2001).

To developments of public libraries, the INFLA/ UNESCO, therefore, has encouraged both the national and local governments to support and actively engage in the development of public libraries. It explains and defines what a public library should be like. It says "services of the public library must be provided on the basis of equality of access for all regardless of age, race, sex, religion, nationality, language or social status (INFLA/UNESCO, 1994). The INFLA has come up with quite a number of missions of public libraries only to mention a few. The mission stated include that, the public library should create and strengthen reading habits in children at

their early age, it has to support both individual and formal education at all levels, the public library should provide opportunities for personal development, provides access to cultural expression of all arts performing, ensuring access for citizens to all sorts of information, provide adequate information services to local enterprises, associations and interest groups (INFLA/ UNESCO, 1994). These are not the only mission provided for in the INFLA document but they are twelve of them only to mention the few above.

The INFLA/UNESCO (1994) document further stipulates that the public library has its principle of "free of charge". The local and national authorities have the responsibility of public libraries. It has been stated that specific legislation has to support the public libraries and it has to be financed by the local and national government (ibid). In the INFLA document, it has also stated that the network of public libraries must be designed in relation to a number of factors which are national, research and regional and special library as well as libraries in universities, college and schools. At local and national level and the library community that is where the manifesto has to be implemented.

2.6 Public library legislation

For libraries and information organization to provide better services that will be inclusive to all users, Nicholas (2007) argued that there is a need for effective laws to be passed as an appropriate way to intervening to promote citizenship and equity in the information society of the 21st century. On the same note, Moyo (2012) also stresses the importance of the library legislation to both the public and the national library services. This have been further stated by the IFLA/UNESCO Public Library Service Guideline for Development (2001:1) that, "legislation governing public libraries should stipulate which level of government is responsible for their provision and how they should be funded and place them in the framework of libraries in the country or region as a whole". If public libraries are being established on the basis of legislation, it will assure its continuance and place in the Local government structure. Public libraries legislation takes various forms. For example, the legislation in some countries will be specifically for public libraries but to some countries, the legislation may be part of a wider legislation which may include different types of libraries. In the context of Zimbabwe, there are various legislations that govern the operation of public libraries these are National Library and Document Service Act, Harare City Public Act, the Printed Act (1988) and Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ) Act.

2.7 National Library and Document Service Act

In Zimbabwe, the National Library and Document Services Act (ZNLDS) was established in 1985 through an act of Parliament and has been implemented in 1988 (National Library and Document Services Act Chapter 25: 10 No. 11 of 1985). The ZNLDS under the ZNLDS Act of 1985, has been assured it become mandatory to secure funding from the government of Zimbabwe as it stipulated in the act that there should be a director who has to manage the affairs of the services. The duties of the director and the functions shall be in accordance with the act. The act also makes provision for where the public libraries can get its source of funding. Section 8 (1) of the act states that the funds of the services shall consist of money appropriated by an act of parliament, donations and any finds or other money paid in terms of regulations made in terms of section eleven. The act has encouraged the development of many public libraries countrywide and many local authorities as well as the government have the mandate to make sure that those libraries are properly being funded and the public are urged to get the services there.

According to Zulu (2014) the ZNLDS Act has promoted the widespread enjoyment in Zimbabwe of publications of scientific, educational, cultural ensuring a high standard of facilities or services. This can be done through making use of inter-library loan and training of librarians and this will help to maintain, ensure, coordinate and develop a high standard of librarianship (ibid). This act also has led to the establishment of many public libraries for example in the City of Harare. The local authority is trying to make sure that each location should have one public library but due to economic constraints, this cannot be achieved at the moment. Only ten libraries are being run under the Harare city council though the move is underway to promulgate the other five libraries from the high-density suburbs such as Mount Pleasant, Greendale, Highlands, Mabelreign and Hatfield. This was a result of the ZNLDS Act because the act encourages the establishment of public libraries and the funds should come from both the national and local authorities.

The major weaknesses of the ZNLDS Act are that there is non-performance by responsible body for taking care of libraries especially National Library and Document Services which is supposed to play the overseer role of the development of libraries in Zimbabwe (Newsday Zimbabwe, 2011). Mojapero (2017) opine that, there is need for a proper library legislation if library services are to be placed on proper footing.

2.8 The Printed Publication Act (1988)

The printed publication act chapter 25: 14 of 1988 is the law that relates to the printing and publication of books, periodical, newspapers and other printed publications published in

Zimbabwe. This law is applicable to all the libraries in Zimbabwe since libraries is a place where all these publications are being stored for informational provision purposes. Section four of the act prohibits any person to print or cause to publish another person's work without seeking permission from the owner of the work. Any person who does such an act will be guilty of an offence. The act also makes provision that any book being published in Zimbabwe has to be delivered to certain libraries and the publisher of the book is allowed by this act to take one copy free of charge to donate and deliver to the library within a period of thirty days. This will mean that those working with the library will be aware of what local books are published so as to make some acquisition if they have enough funds. However despite the roles that are being played by the act, the act is lacking enforcement. In Zimbabwe the printed and publication act is not well being enforced that why many photocopied books can be seen in the streets without anyone enforcing the law. This has led to the failure of the local publishers to keep on the business.

2.9 Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ) Act

The POTRAZ act has the mandate to regulate the postal and telecommunication sectors in Zimbabwe. POTRAZ Act chapter 12:05 was promulgated in 2000. Public libraries in Zimbabwe have to comply with the law since, with the emergence of the use of new technologies, public libraries are being forced to adapt to the changing information environment so as to keep up with informational needs of the public at large. Like what has been stated previously by Zak (2014) when he recognized the importance of Information technology for the library and information science profession as it places the profession in a position of knowledge navigators and change agents that will meet the specialized needs of clients. But for these networks to be easily accessible, it is, therefore, very important to look for those who can provide these networks at public libraries.

 A tight lid in most African government is being put when it comes to the media and telecommunication regulations. This has become the major obstacle in reducing the digital divide. In Zimbabwe, there are very few companies which have been granted a license to operate different technologies in data, wireless and voice. Examples are Econet 3G and the Africom which has to get engaged in Voice of Internet Protocol. Some operators have failed to meet the obligation of providing services to users and this has the impact in the public libraries' management because sometimes the service for internet access will not be accessible and because they are few companies operating the networks, the charges may be high to an extent that the public libraries might be in a position of not providing internet services. This will disadvantage those who might want the information to fulfil their quench for information. In Zimbabwe,

telecommunication operators are Telone, Econet, Netone, Telecel, Powertel, Comeone, Zol, and Mweb only to mention the major once.

Having only these few telecommunications operators, it shows that public libraries are in a dilemma of not being able to provide the required internet to the public because it is very expensive for them to acquire due to the POTRAZ Act (2000). the other obstacle being brought about by the POTRAZ act is that, since its promulgation in 2000, it has not been comprehensively amended to take into account technological and market developments, thus, there is needed to revamp the act.

2.10 Levels of management and managerial skills

A manager is anyone who directs the efforts of other people at any level of the organization. He or she is one who acts as a catalyst to make things happen. The management of an organization can be performed at different levels. Usually, managers are being divided into three groups. The first one is the supervisory (first line managers or operational managers). These are managers who directly oversee the efforts of those who actually perform the task or work. Performance of various routine task is being taken care of at this level. The second group is the middle managers. This group of managers is on top of the supervisory level but subordinate to the most superior level or top managers. Their responsibility is to develop implementation strategies for the concepts as determined by top management. Some of their roles include supervision, execution, monitoring and other related functions. Top managers are the last group to mention. Top managers play an executive role within an organization. Top managers are the key holder of the organization because they provide the overall direction of the organization. The roles among others include planning, policy making, control, standardization evaluation as well as resource mobilization. As far as public libraries are concerned, there are two hierarchies of management that operate within libraries. The first one is that of the organization where the public library belongs to. The second one is that of the public library itself where the hierarchy is given to show who is on top of the other and under whose supervision.

2.10.1 Management Skills

There are different skills which are required at each and every level within an organization. Skills are needed in order to reach the desired performance. An ability to translate knowledge into action that results in the desired performance is what is being called a 'skill'. There are three kinds of skills which are a technical, human and conceptual skill.

2.10.2 Technical skill

This means having an ability to use specific knowledge, processes, methods, techniques or tools to perform the task or work. In the context of public libraries, Kumar (2010) asserts that, librarians must possess reasonable knowledge on how to use electronic resources especially in this digital age era. More information in today's dynamic environment is being digitally stored electronically being disseminated and more materials are available online, this indicates that librarians should have knowledge on how to make use of these resources. To add on from Kumar, Widdows (2010) in his study has posted the kind of skills needed to be developed by librarians which include among others classification, cataloguing, indexing as well as assessing the reliability and quality of information. The skills needed comprises of both the professional and paraprofessional skills. Duties that requires professional skills are those that require knowledge of librarianship for example reader advisory services, maintaining professional links across the library services as well as classification, cataloguing and accessioning of library materials. Duties of that fall under para-professional are those duties designed to support the professional duties such as those which requires direct involvement with the general public. For example, offering reference services.

2.10.3 Human skills

This involves having an ability to interact with each other within an organization successfully. For example, one might have an ability to understand work, motivate and to work with other people. Maslow in 19954 supported this by coming up with a pyramid of needs which is hierarchical in nature. The management has to make sure that people within an organization are treated as asserts not as a machine. The needs of the employees have to be satisfied if organizational goals are to be achieved. According to Handy (2008), Maslow arranged those needs in the following categories

1. Self-actualization

2. Esteem needs

3. Belonging and love needs

4. Safety needs

5. Physiological needs

At the bottom of the pyramid is physiological needs at each level increases until reaching the top of the pyramid where there is self-actualization. Before moving from the next need, Maslow proposes that first, the previous needs have to be satisfied then move to the next need. Roberts

and Rowley (2004:73) suggest that basic needs such as ample financial reward, safety and belonging need to be addressed before a person can begin to learn and develop their skills. In the context of the public library under the banner of local authorities, for example in the City of Harare, the authority has a statutory duty to ensure that both the staff and the public are safe from any hazards that might want to occur at the library premises.

2.10.4 Conceptual skills

This involves dealing with abstracts relationships and ideas. It means one has the mental ability to be able to comprehend abstract or general ideas and able to apply them to a specific situation. For example, in the City of Harare, they usually establish strategic plans which guide the operations of the local authorities including the library services. These strategic plans are usually being revised from each and every three to four years. Therefore, for this strategic plans to be well established, this requires the conceptual skills.

Despite the above explanation, all the skills explained above, a holistic approach is required in order to understand the relationship of parts to the whole and also the whole to the parts so as to cause and effect. It is very essential to view the organization as a whole and to understand and see how the parts of the organization relate and depend on each other and their ability to integrate and coordinate. The importance of the management skills depends on levels of management. Technical skill usually is of greater importance at the supervisory level but as you go up the organizational structure, it becomes less important especially at the middle and top level. As managers move up the level of management, conceptual skills are increasingly important. However, the human skill at every level in the organization is important. The above are not the only management skills there is quite a number of management skills which can be used for example the diagnostic and the analytical skill through this study will only talk of the three above.

2.11 Community needs

Before talking about the roles played by the local authorities in the management of public libraries, it is very important to understand first what are the community needs in order to come up with the correct acquisition of public library material which can best serve the interest of the people within a particular community. According to the INFLA Global Summit Report (2017) they states that they are focused to serve the community by sharing a deep commitment to meet user needs. Community needs have to be given the first priority if libraries are to exist. Public libraries are there to provide locally based services for the benefit of the community at a local level. This can be done through the provision of informational services. In order for this to be

fulfilled, the collections and services they provide should be based on local needs and it has to be assessed on a regular basis. Public libraries will decline or it can get out of touch if they fail to use this discipline of first having an understanding of what are the local or community needs. There are different factors that librarians should be aware of. These factors are economic development, social, levels of education, demographic change, patterns of employment, variations in the age structure and the emergence of other educational and cultural provides. In order to meet community needs, community involvement, support and needs are very important.

2.11.1 Community engagement

Public libraries under the banner of local authorities are there to provide services to the public as part of the local authorities' functions. Community engagement and citizen engagement can also be seen as meaning one and the same thing. City of Victoria (2008) defines citizen engagement as a timely and meaningful citizen and stakeholder involvement in civic priority setting, decision making, program development and service delivery. It also means participating in and seeking to influence the life of the community where the community can be at any scale from neighbourhood to the world (Berg 2013). The public libraries since its services are part of that of a larger community and being operated under the management of the local authorities, they must make sure that the community is being engaged in the planning process as well as the budgetary process of the local authority so that different stakeholders can participate in the budgetary allocations of the public libraries. The engagement of community has got its advantages because to some extent, it helps to mobilize resources from different stakeholders and sometimes it helps to strengthen the relationship between the local authorities and its residents so that they can be able to pay up their bills if they know the importance of the libraries since the funds to fund public libraries comes from the revenue collection. In the City of Harare, for example, the budgetary allocation for the public libraries is being done collectively together with other departments and this shows that the funding for public libraries in the City of Harare comes from the revenue collected from the residents. Thus, citizen engagement is very crucial in the management of public libraries.

2.12 Roles of local authorities in the management of public libraries

Local authorities play a major role in the management of public libraries. Some countries like the UK, public libraries operating under the banner of local authorities are benefiting in different ways. Different roles played by Local authorities include procurement of library books, funding, budgeting and also the renovation of the library buildings as well as facilitating development through partnership with other organizations who can be able to provide resources.

2.12.1 Procurement of library materials

Public libraries under the control of local authority have to follow the correct procurement procedures as stipulated in the procurement activities of the local government. The reading materials have to be adequately procured so as to make sure that adequate library material is being brought into the library. In the City of Harare, they are being guided by the procurement Act which provides the guidelines on the correct procedure to be followed when procuring materials for a local authority. The procurement of library material is a complex process involving a number of value chain stages. The stages included are as follows:

i. Determining collection requirements

ii. Selection and managing suppliers

iii. Planning, placing and monitoring orders

iv. Receiving orders and

v. Processing orders.

This linear value chain may not be carried out in their order of arrangement. This is so because sometimes physical processing or cataloguing can be done by the suppliers prior to delivery. Usually, much of the library material selection is being carried out by senior staff. Library material to be selected are of both the adults and the junior categories. The most important selection criteria were identified as price, quality of material, the responsiveness of supplier and range of material available. Rapid delivery was also highly rated. There are different procurement models operating worldwide (Whitehorse Strategic Group (2007). These models are an independent, collaborative and centralized model.

2.12.1.1 Independent Model

It means each library purchase directly from a number of chosen suppliers. All of the elements of the purchase transaction namely the order, delivery or supply or invoice and payment are conducted directly between the library service and supplier.

2.12.1.2 Collaborative Model

With the collaborative model, a limited of collaborative purchasing is undertaken. A competitive process in the supplier market has to be conducted by an agent acting on behalf of the library

services with the aim to develop a preferred supplier list. When this happens, it means individual library services will then purchase from suppliers directly on the preferred supplier list through normal exchange process with the supplier.

2.12.1.3. Centralized Model

Under a centralized model, the exchange activity is being undertaken by the agent on behalf of the library services in addition to performing a competitive process with respect to the market. All the requirements of the library services will be given to the agent and they will be no direct exchange activity between the library and the suppliers. A number of variants to this model has been noted. For example, the material funding from the funding authorities could be provided directly to the agent bypassing the library services themselves. An example has been given by the Whitehors Strategic Group (2007) the example include the South Australian and Western Australian Systems where the government directly funds central purchasing on behalf of the state library services.

2.12.2 Funding

In order for public libraries to successfully fulfil their roles, adequate levels of funding are very crucial. Without proper funding library, services will very impossible to be provided to the public. For public libraries to be able to support its service, funding for public libraries has to be sustainable. There is a number of sources of funding that public libraries under the banner of local authorities can use to finance its operations. INFLA/UNESCO (2008) states that there are two sources of funding which are primary and second sources. Primary sources include the taxes collected from local or central authorities. It also includes the block grants which comes from the central and regional or local levels. The secondary sources of funding are those funds which came from donations from funding or private individuals. Secondary sources of funding also include revenues from user charges, lottery funds for specific initiatives, sponsorship as well as revenues from commercial activities (INFLA/UNESCO, 2008).

 For example, local government in New Zealand collect money from residents and business in the form of rates and redistribute it through grants and services. Though this is not a legal requirement, local government authorities in New Zealand provides public library services. Since they provide the funds, they are being interested to see that the library is operating effectively. Treating each local government authority as an entity capable of deciding for itself as well as deciding what it expects from itself also becomes a strength for the public libraries.

2.12.3 Budgeting

In order for library materials to be adequately available within a library, it means the local authorities responsible for the public library services should come up with budgets for the acquisition of new books. Calvert (2008: 9) asserts that "The budget is important because a great deal of what libraries are, is that they do require expenditure so funding given to the library will enable or limit what can be done". The budgets for library materials may vary from country to country, region to region, place to place or from city to city. What is happening in Harare might not the same as what is happening in the United Kingdom. In the UK, for example, the settlements to local authority government from central government take place each, so there is no specific government allocation with regard to funding of public library services it is then up to each individual local authority to allocate resources to each department under their remit. He went further to say once devolved to departments, budgets are allocated to specific areas of expenditure to enable proper use of finances. According to the Newsday Zimbabwe (2011) libraries in in city of Harare are always last to be considered in terms of budgets allocation.

2.13 Key function of the public libraries

The primary purpose of the public library is to provide resources and services in a variety of media to meet the needs of the individuals and groups for educational, information personal development including recreational and leisure facilities. They have an important role in the development and maintenance of a democratic society by giving the individual access to a wide and varied range of knowledge, ideas and opinions.

2.13.1 Education

According to the INFLA/UNESCO *Public Library Manifesto* (1994), a public library plays a major role in 'supporting both individual and self-conducted education as well as formal education at all levels'. The core purpose of the public library provides access to knowledge in printed and other formats so as to support formal and informal education. Education according to Opara (2017) empowers citizens with the resources and tools to reduce inequality of all types. Modigh (2003) stated that libraries serve as intellectual and democratic free zone and are information bureaus also they are cultural meeting places that makes provision of educational environment to many students.

People in their lives requires education, therefore, in order for them to acquire knowledge the public libraries becomes the agency to facilitate this process by providing reading materials in all formats. According to Opara (2017) without effective and efficient library services, the education system can be considered inadequate. The City of Harare through its public libraries provides the reading books in printed formats (textbooks). Learning does not end with the completion of formal education but it is for most people a lifelong activity. City of Harare Public Libraries has that role in assisting this process. For example, in Dzivarasekwa and Kambuzuma libraries, they have come up with a children's corner project with some books donated by the Book Aid International this helps to create a reading culture for the children at a tender age.

However, the Public Library should provide material in the appropriate media to support both the formal and informal learning process. The ability to access information and make effective use of it is vital to successful education and where possible, public libraries should cooperate with other educational organization in teaching the use of information resources. The public libraries should also actively support literacy campaigns because literacy is the key to education and knowledge and to the use of libraries and information services. Newly literate people need easy access to appropriate reading materials to maintain and develop their skills. In some countries, the need for educational development is seen to be paramount and the focus of public libraries is to support formal education. There are, however, a variety of ways in which Public libraries can support both formal and informal education. How this is achieved depends on the local context and the level of available resources.

2.13.2 Information

'The public library is the local centre of information making all kinds of knowledge and information readily available to its users' (INFLA/UNESCO *Public Library Manifest* (1994). Information is the lifeblood of any society and is vital to the activities of both government and the private sector (Radijeng, 2013). City of Harare Public libraries as part of the community engagement where vital information relevant to the development of the community is being shared, space for recreational and leisure facilities are being provided for within the premises of the public libraries such as playgrounds, cultural games, art festivals and also they promote culture within a community by collecting and preserving cultural information as well as providing space for cultural activities (ibid). The Australian Library and Information Association(ALIA), (2009:31) opine that "Public Libraries create a vibrant, productive local economy through assisting people to improve their life chances and business to become competitive and help develop the skills companies need"

Due to the developments in the Information Communication Technologies, most public libraries have the opportunity to become the electronic gateway to the world's information so as to help the library users to get access to a variety of information. For example, the in Sabah State library in Malaysia, it provides electronic corners in its libraries. These are one-stop sources of information and entertainment which can access the internet and a wide variety of CD-ROMs (Munchen, 2001). He went further to state that, public seminars on how to use the internet are also organized by the public libraries. Also in South Africa, information kiosk and telecentres are being provided for by the public libraries. All these are being done as a way to make sure that information has been easily accessible by the people which is a greater achievement being made by the public libraries.

2.13.3 Cultural development

Public libraries are there to play a major role in providing cultural and artistic development. However, this is lacking in the city of Harare public libraries. The cultural identity of the community needs to be shaped as well as well as to be supported. In order for this to be achieved, the public library has to work in partnership with appropriate local, regional and organizations so that they can provide a space for cultural activities. Public libraries have the role to organize cultural programs and also they need to ensure that some library materials represent the cultural interests of the community. The variety of cultures has to be represented by the library's contribution by providing materials in the local languages read and spoken in that particular community. Muchen, (2001) gave an example of how some public libraries in Venezuela support cultural activities. He states that Librarians working in Amazones Venezuela, are trained to act as intermediaries between different cultures as many people living in the rural communities only speak on their native languages.

2.14 Marketing of public libraries

Public libraries services need to be marketed and promoted to ensure that people within the community are kept informed of the importance of the public library services. Rowley (2006) defines marketing as the management process which identifies, supplies and anticipates patrons' requirements profitably and efficiently. In this modern era, public library professionals have to take marketing very seriously. The library managers should make national, regional and municipal fully aware of the important place that the library occupies in the community and enable to support its development (Munchen, 2001). Library managers must have to plan effectively so as to come up with good marketing techniques that will enable them to understand the needs of the users and to meet those needs. According to Kumar (2010) patronage is the

function of good advertisement. In order for the public library to market its services effectively, firstly it must have a written communication, promotions and marketing policy in place so as to undertake a planned promotion of its services to the public. Information to be included in the policy is that of marketing and communication strategy and also methods of evaluating promotional programmes.

Libraries as an agency must communicate to library users its services via print or electronic media (Campbell, 2004). Advertisement according to Morris (2004) must spell out clearly the kind of services library offers, for example internet search, current awareness, CD-ROM search and selective dissemination of information service. One of the problem observed by Carrington (2005) in library services is that library patrons are not being communicated with. The instrument that can be used to fulfil library objectives is through marketing.

Abiola (2016) opine that it is important to understand organization's mission to produce effective marketing materials that help to build library's image. However, a coherent marketing and promotion plan should be developed so as to enable the library to achieve its marketing strategy. In order to market their libraries, public library staff has to be trained on how best they can use the communication media as well as working together with the media. They need to be trained so that they can be able to write articles for a local newspaper as well as to prepare press releases. The library staff has to be familiar with the techniques of speaking and being interviewed on radio and television. Library staff should also well verse in promoting library services via computer and other ICTs platform (including the creation of a website of the library they are working in).

Despite all the roles and purposes of the public library mentioned above, they are not only the roles played by the public libraries. There are a number of roles that are being played by public libraries though some may vary from place to place and some roles are not being well implemented to unavailability of resources. The research only mentioned the above roles.

2.15 Challenges faced in the management of public libraries

Public libraries in Africa are facing a myriad of challenges. Professor Lundu (2002) assert that council libraries (public libraries) have lacked vision, leadership, funding and have depended heavily on donors. The Newsday Zimbabwe (2011) states that, public libraries in city of Harare, are relying on book donations due to lack of funding. Raseroka (cited in Zulu, 2014) clearly pointed out that, the general public library service conditions in Africa are in a depressed state. Bukenya (2005) opine that there is insensitivity towards local needs due to centralized services that often do not consult the grassroots population and consequently provide the wrong services,

which adults ignore but students sometimes embrace. Also, there is a lack of habitual readers because most people read only to achieve a purpose and no longer read when they are successful. Furthermore, information professionals are sometimes not only inadequate in quantity but also short in quality to the extent that they lack the vision, commitment and creativity necessary to provide services that entice new users and keep regular users interested. Rosenberg (2004) puts it bluntly "The early promise of libraries has not been fulfilled in Africa. Buildings and other facilities have not been maintained, shelves are either empty or full of outdated and irrelevant material and the percentage of the population using the services is negligible" usually the challenges faced by public libraries may vary from place to place, country to country as well as from region to region. Challenges faced in Africa might not of the same to those from European countries, thus, they differ.

2.15.1 Organizational structure

For the management of the public libraries to be well being carried out like any other organization, it need an appropriate management structure in place this will help to make sure that services are well developed and delivered. This will also help to ensure that resources provided by the community have been properly accounted for. Organizational structure plays a crucial role in determining where power lies, in defining how people relate to each other and in influencing the momentum for change (Carnall, 2003). Some organization's structure is very difficult to implement change than others of their bureaucratic nature. As Morgan (1988) noted there are really only four basic forms of structure which range from the very rigid to the very flexible, as follows: bureaucracy, matrix, project and loosely coupled organic network. Therefore, an appropriate organizational culture, in both formal and informal elements, can be an important facilitator of the provision of services. Most Local authorities in Zimbabwe like city Harare is bureaucratic in nature, this has a major impact on how services can be provided at the lower level.

For public libraries to better provide services to its clients, the local authorities in charge of the public libraries have to put measures in place so as to make sure that the bureaucratic nature of the organization is avoided so as to put public libraries in a better position to manage their resources. The reporting structure of the public libraries should be very small so as to enable the smooth running of activities. However local authorities that manage the public libraries should make sure that public libraries are being put in a better position within the organizational structure to allow the proper running of the public libraries.

2.16 Strategies that can be used in funding public libraries

For public library developments in the community, a community-led model could contribute to the creation of better linkages and relations with all stakeholders. There is no library that can meet all the needs of its users. Therefore, participation and partnership are vital. Through partnerships and networks with other libraries and related organization at enables public libraries to be in a better position to satisfy the information needs of the library users through increasing the range of available resources (Muchen, 2001). There are different strategies that can be used by the local authorities in funding their public libraries, for example, the Community-led model as well as the Public-Private Partnerships (PPPs). According to the Global report INFLA (2018) they states that there is need to build collaboration and partnership. They went further saying that, they recognise working collaboratively amongst ourselves, and in partnership with those outside, as essential for creating a strong, united library field (ibid).

2.16.1 Community led model

For the public library to be well developed, there is a need for a community-led model. A community-led model will contribute to better relations and linkage with all stakeholders. There must be a participation of all stakeholders within the community. The participation has to be done in areas concerning capacity building, participatory budgeting and planning. If these three are being combined, it will lead to informed procurement of library books or materials as well as the acquisition of library material (books, chairs, desk, computers and shelves) this will help also to reinforce community oversight. Meaning that the stakeholders within a community will be participating in monitoring and evaluation of the performance of the library. This model enhances good governance within a local authority and hence accountability and trust. This will also improve the library's role in improving social justice.

2.16.2 Public Private Partnerships (PPPs)

A public-private partnership usually is a partnership between the public and the private sectors. According to the European Investment Bank, (2004) Public-Private Partnerships, is a generic term for the relationship formed between the private sector and public bodies often with the aim of introducing private sector resources or expertise in order to help provide and deliver public sector assets and services. PPPs have its main principle which is to encourage the provision of information in a more effective and equitable manner. Public organizations like the public libraries through the local authority upon which they are operating can partner with another private sector so that they can improve on its services or operation. In order to develop

infrastructure and provide public services, these partnerships can be used as the platform. This partnership will help to sustain the projects and also good practices will be shared between these two organizations. The PPPs will work well in some other parts of library services. For example, in this modern era, demand for internet is very high. In order to get funds as well as equip internet facilities at each library, PPPs will help to facilitate that.

2.17 A case study of management of public libraries in United Kingdom

Local authorities in the United Kingdom (UK) are responsible for delivering public library services. For local authorities in England and Wales, it is a statutory requirement to provide library service. The name of the statutory instrument is called the Public Library and Museum Act of 1964. Although the public libraries in UK Local Authorities are being provided for by in accordance to the provision of 1964, the ultimate responsibility for public libraries and all local authorities fall in the hands of the Secretary of State for Culture. This help to ensure that the libraries they administer meet the standard as specified by the Department of Culture, Media and sport.

2.17.1 Public libraries' budgets in United Kingdom local authorities

In the United Kingdom from central government to local government, settlements take place each year, therefore with regard to funding of public libraries services, there is no specific government allocation. This situation has led to each local authority in the UK to find ways of allocating resources to their libraries under their remit. In UK Local Authorities budgets are allocated to specific areas once it has been devolved to departments to enable proper use of funds. The budgets made should be directed to the intended goal or to the proper spending not diverging for another usage this is very important in promoting good governance. From 01 April to 31 March in the UK Local Authorities is their financial year. They make it very important to be aware of this timetable for many reasons. The manager has the role to keep on top of spending so as to make sure that the monies budgeted for are working in accordance with the spending to avoid misuse of funds. For the public library profession, good financial management is an essential skill. Then for this to be viable, the librarian from each particular library will be responsible or will be in charge of public money.

2.18 Conclusion

This chapter made an insight into previous works related to the research which were done in the past. It focused on the conceptual framework as well as the theoretical framework and a case study was given to show how local authorities can manage their public libraries. The literature

has shown that that in the UK, local authorities have the mandate to manage public libraries. The literature also shows the success of how some public libraries are being managed and some areas which were not adequately addressed. The researcher has, therefore, observed areas which need to be added value and took advantages of the existing theories and concepts and combined them to come up with the correct way that the City of Harare as local authority can use to manage its public libraries. The following chapter will be looking at the research methodologies that the researcher will go to use in order to obtain data from the participants.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the philosophical assumptions and also the design strategies underpinning this research study. Common philosophical assumptions were reviewed and presented; the interpretive paradigm was identified for the framework of the study. A paradigm according to Neuman (2012: 46) is an integrated set of assumptions, models of doing good research and techniques for gathering and analysing data which organizes concepts, theoretical frameworks and research methods. In addition, the chapter discusses the research methodologies and design used in the study including strategies, instruments and data collection and analysis methods, while explaining the stages and processes involved in the study. Research methodology is being defined by Rajasekar et al. (2013) as a systematic way of solving a problem. The importance of a research methodology is that it helps to determine what framework should a researcher use to conduct a particular study and which techniques should be adopted for the collection. The research design for this study is a descriptive approach. Descriptive research design is both qualitative and quantitative as the research seeks to collect data that permits us to describe the characteristics of the phenomena being studied. Research philosophy and strategy utilised in the study will be discussed and analysed in the pursuit of the goals of the study. It also discusses the research design, the targeted population, sampling techniques and data collection instruments that were used in the study. Issues of validity and reliability will be addressed in the study. Finally, it examines the data analysis approach employed in the study in line with the intended goals of the study as well as ethical considerations to validate the study.

3.1 Research Methods

The research method is a strategy of enquiry which moves from the underlying assumptions to research design and data collection (Myers, 2009). A research method according to O'Leary (cited in Zulu,2014) are techniques used to collect data that include surveying or participative observation. Survey research is an example of a research method that can be employed. Although there are other distinctions in the research modes, the common classification of research methods is in qualitative and quantitative. At one level, qualitative and quantitative refer to distinctions about the nature of knowledge meaning how one understands the world and the ultimate purposes of the research. On another level of discourse, the terms refer to research methods, that is, the way in which data are collected and analysed and the type of generalizations and representations derived from the data.

3.2.1 Survey Research

A survey research is being defined by Bryman (cited in Zulu, 2014) as "a cross-sectional design in relation to which data are collected predominantly by self-completion questionnaire or by structured interview on more than one case and at a single point in time in order to collect a body of quantifiable data in connection with two or more variables which are then examined to detect patterns of relationship between variables". Walker (2009) concur with the notion that surveys are useful when a researcher wants to collect data on a phenomenon which is not easily observed like measuring opinions of the library services. In this study, there was an advantage of a survey research design by the researcher investigating how local authorities like the City of Harare manages its public libraries. This is in line with Walker (2009) who points out the advantage of a descriptive survey that, it allows the researcher to concentrate on specific instances, situations or institutions to divulge, analyse and try to understand issues engulfing a certain phenomenon. It also follows that there is evidence of various studies on how public libraries are being managed

3.3 Research Design

A research design is being defined by Kumar (2005) as a structure of investigation conceived so as to obtain answers to the research problem. Research design according to Jupp (cited in Zulu, 2014) "is a strategy that justifies the logic, structure and the principles of the research methodology and method and how these relate to research questions, hypothesis or proposition". Research design can be thought of as a logic or master plan of research that throws light on how the study is to be conducted. It shows how all of the major parts of the research study that is the samples or groups, measures and treatments or programs work together in an attempt to address the research questions. Research design is similar to an architectural outline. The research design can be seen as the actualization of logic in a set of procedures that optimize the validity of data for a given research problem. It gives directions from the underlying philosophical assumptions to research design and data collection.

The research design for this study is a descriptive approach. Descriptive research design is both qualitative and quantitative as the researcher sought to collect data that permitted us to describe the characteristics of the phenomena studied. In order to embrace data categories of both qualitative and quantitative research through the administration of questionnaires and interviews schedules, this study used the triangulation of data. Triangulation of data as a research method was also been used by Wachira in his studies when he explored support services and resources for remote library users in selected public libraries in Kenya (Wachira, 2013). Triangulation was used to collect both quantitative and qualitative data from primary and secondary sources. The

findings of one type of study can be checked against the findings deriving from the other type to enhance the validity of the findings, this has been asserted by Punch (2005). Rajasekar et al. (2013) assert that a quantitative research is based on quantity and measurement. The results obtained in the study is being tabulated or presented in graphical form.

According to Zulu (2014), they are three major research approaches. These include quantitative, qualitative and the last one mixed methods. Quantitative research methods were originally developed in the natural sciences to study natural phenomena. Qualitative research methods were developed in the social sciences to enable researchers to study social and cultural phenomena. Quantitative methods allowed the researcher to use interviews and questionnaires which gave a meaningful comparison of responses across participants. Qualitative methods allowed for greater participation and interaction between and the study participants.

To achieve the objectives, the researcher chose a mixed-methods research design where both qualitative and quantitative data were collected concurrently in the study. Mixed-methods research design allowed the researcher to use both structured and unstructured questions in the data gathering process. Teddie and Tashakkori (2009) posit that mixed-methods focus on numeric and data and analysis. Johnson (2007) reveal that mixed-methods enable researchers to construct questionnaires with both open-ended (qualitative) and closed-ended (quantitative) questions.

The researcher used both qualitative and quantitative methods as they complement each other in data collection and analysis. According to Zaidah (2007), mixed methods research design is widely recognized in many social science studies especially when in-depth explanations of a social behaviour are sought after. The basic idea underpinned the choice of the researcher was that the mixed-method approach can reduce biases or deficiencies caused by one method of enquiry.

3.4 Sources of Data

In this study, the researcher employed the use of both secondary and primary data. These two sources of data help the researcher to address the research questions and objectives of the study. The researcher used both primary and secondary data to carry out the research. Primary data is data that is collected by the researcher, data that has never been gathered before. Primary data includes questionnaires, interviews and observations. Secondary data typically comes from other studies done by other institutions or organizations and these come in the form of text books, journals, and the internet.

3.4.1 Secondary Data

Secondary data according to Hox and Boeije (cited in Nhamo, 2014) referred to the data which was collected for another research question. The secondary data is useful to the researcher because it helps the researcher to come up with the study background, other related literature in line with the topic under investigation and also the local authority's (City of Harare) minutes and records. Sources of information to obtain secondary data include books, internet, e-journals, newspapers, periodicals. Less time is being consumed in making use of secondary data and it cost less. This is the advantages that secondary data have over the primary data.

3.4.2 Primary Data

Primary data according to Hox and Boeije (2005) is the original data gathered for the specific research questions it is intended for. In this study, the primary data will be gathered through the distribution of questionnaire and the administering of interviews to all nine libraries under the control of the City of Harare. The collection of primary data requires proper planning in order for the research to be successful. The disadvantages of primary data over secondary data are that it is very costly and time-consuming to gather information from respondents. Also, it requires the researcher to travel to areas where these respondents are in order to obtain information. The advantage that primary data have over secondary data is that the researcher obtained experience and in-depth knowledge since it will be a self-collecting job as compared to secondary data where one can rely on other researcher's findings.

3.5 Target Population

Monette, Sullivan and Dejong (2011) define the word population as units of analysis which apart from just being individuals can be groups, programme or any other possible cases that can compromise units of analysis which the researcher is interested in studying. A target population refers to the entire group of individuals or object to which researchers are interested in generalizing the conclusion (Castillo, 2009). In this instance, the researcher is going to target a total population of 3 678 respondents in the City of Harare. The study will target key informants as follows. According to the City of Harare libraries' annual report, it shows that an average of 400 library users was recorded as entries at each library. When combined (all nine libraries) it records 3 600. From the management team, appointed management ten (10) and 46 councillors and nineteen (22) library staff from all the nine libraries.

3.6 Sampling

Sampling according to Dawson (2002) is the process of selecting a subset of units from the population under study. A sample according to Chizinga (2013) should represent the population upon which it was drawn from and should have properties that reflect and give the impression on the total population's characteristics when analysed and studied. Sampling is very important because one can determine the adequate respondents from the total number of the target population. The researcher will use the sample that will represent all people in the target population. The sampling in this study will be done at all nine public libraries under the authority of the City of Harare, the library staff and the management of the local authority.

3.6.1 Sample Size

A sample size has been defined by Saunders et al (2012) as a subset of the population that represents the main interests of the study. It has been noted by Kumar et al (2010) that the size of a sample can be determined either by using statistical techniques or through ad-hoc methods. Kumar et al (2010) went further to say that for a population size, a sample size of 10% would be appropriate. Size of the population according to John Currey (cited in Nhakura, 2011) is calculated at 5% of the total population and follows the system as outlined below.

Table 3.6.1.1 Size of population and Sampling Per cent

Size of population	Percentage %
0- 100	100%
101- 1,000	10%
1,001- 5,000	5%
5,001- 10,000	3%
10,000 +	1%

Source: Currey (cited in Nhakura 2011)

Table 3.6.1. 2: Sample size for the study

Target group	population	Sample
Management	10	10
Library staff	22	22
Councillors	46	46
Library users	3 600	180
Total	3 678	258

3.7 Sampling method

Probability and non-probability are the two sampling method used in the sampling procedure. According to Nhamo (2014) in probability sampling, every element from the population under study is provided with a chance of being selected. In this study stratified random sampling will be used. According to Churchill (cited in Nhamo 2014), non-probability is usually subjective to the researcher's judgement and its disadvantage is that it is prone to bias and generalization. Non-probability involves purposive and quota sampling (Lathan, 2007). The researcher used both purposive and convenience sampling techniques. Purposive sampling method will be used to interview library staff as well as the management within the City of Harare whilst convenience sampling method will be used to interview twenty library users from each library within the city of Harare. Purposive sampling method will be used because qualitative research involves in-depth analysis of a small number of participants (Bowen, 2005). Creswell (2007) indicates that purposeful sampling is a common approach for descriptive survey studies. The researcher chose to stratify the sample in order to facilitate meaningful comparisons between participants' stories. The study made use of purposive sampling to select the key informant library staff and the members of the top management who were included in the study and convenience sampling method to interview library users from all nine (9) libraries. It is a non-random technique that allows the researcher to decide what needs to be known and sets out to find people who can and willing to provide the information by virtue for knowledge or experience (Dolores and Tongco, 2007). For each library to come up with twenty library users accidental or convenience sampling was used.

3.5.1 Random Sampling

Random sampling according to Easton and McColl (2010) is a sampling technique where we select a group of subject (a sample) for study from a large group (a population). Black (2006) opine that each individual is chosen entirely by chance and each member of the population has an equal, chance of being included in the sample. In order to conduct random sampling, the researcher will prepare a list of the target population and from that list everyone will have fair share to participate. In carrying out the research library users are going to be randomly selected using the criteria of even numbers in their order of arrangement in the user registration book.

3.7.1 Stratified random sampling

Stratified random sampling (Trochim, 2005) is a technique which attempts to restrict the possible samples to those which are less extreme by ensuring that all parts of the population are represented in the sample in order to increase the efficiency (that is to decrease the error in the estimation). Stratified random sampling on the other hand is a sampling method that is used when the population is composed of several subgroups that may differ in behaviour or the attribute under study (Saunders *et al,* 2003). A stratum by definition is a subset of the population that shares at least one common characteristic. In stratified sampling, the population N units are first divided into disjoint groups' *n* units, respectively. These subgroups called strata, together they compromise the whole population which in line with the study were the library users from different age groups, the library starting from those at the secondary level to tertiary level so that $n1 + n2 = N$. From each stratum, a sample of pre-specified size is drawn independently in different strata. Then the collection of these samples constitutes a stratified sample. If a simple random sample selection scheme is used in each stratum, then the corresponding sample is called a stratified random sample.

 To select the sample, the participants were divided into distinct strata. These distinct strata include council management, library staff and the library users. Amongst these three groups, purposive sampling technique was used for the council managers and library staff whilst for library users, accidental or convenience sampling method was used to select twenty (20) library users from each library. The researcher chose stratified sampling over other sampling procedure because it minimises sampling error. It also ensured that sufficient data per strata will be collected to make meaningful analyses of data. Stratified sampling providing some control over the variance by reducing the standard error.

3.8 Data Collection Measurement Instrument (Data collection techniques)

Methods of data collection include interviews, observation, questionnaires or a combination of these. The observation was done as library users used the library to observe how services are being provided in the Harare City Council public libraries.

3.8.1 Questionnaires

A questionnaire is a set of systematically structured questions used by a researcher to get needed respond from the respondent. According to Oppenheim (2011), a questionnaire is an instrument for research compromising a set of the question for gathering information from the respondents. Questionnaire have both open-ended and closed-ended question. In an open-ended question, respondents have room to explicitly air out their views without being limited. On the other hand, the closed-ended question is opposite to the open-ended questionnaire because of possible suggestions, for example, yes or no are answers that obviously being found.

The researcher opted for the use of questionnaires to avoid the interviewer bias since the respondent will complete the questionnaires in the absence of the researcher. In this study, the questionnaires are in three sets. One set is for the management, the other one is for the library staff and the last is for the library users. The questionnaire was administered to the library users at the circulation desk before they get settled into the library and gave them 15 minutes to complete and returned to collect them at the circulation desk from the librarian. It was also the best method for obtaining large amounts of information from a large number of people in a short period of time since the researcher had to distribute and share 258 questionnaires that will cover all respondents (the library staff, the management and the library users). The responses obtained from the questionnaire will be used to determine how local authorities like the City of Harare manages its public libraries. The advantage was that it was quick and easy to quantify the results through the use of a software package called SPSS which produces graphs and charts that are easy to interpret.

The main disadvantage was that some individuals might not have been honest enough so that could have influenced the outcome of the results. For example, some individuals could also have consulted others and henceforth their responses would not be original. It is also difficult to judge the emotions, behaviours and feelings of the participants. Lastly, some of the answers may be left blank because the participants wanted clarification on some issues. The researcher could also have missed important questions and realise later when doing interviews and henceforth she cannot go back with the questionnaires since they are anonymous.

The researcher used triangulation whereby the same group of library users (adult library users) were used for both questionnaires and interviews to clarify some points. That group was opted for owing to the experience which they have in using the library. The researcher distributed the questionnaires before the library users get into the library using a sampling method explained below. Observation and interviews will be used to collect qualitative data. Quantitative data will be collected from the questionnaires.

3.8.2 Interviews

An interview according to Monette, Sullivan and Dejong (2011) involves an interviewer reading questions to a respondent and recording his or her answers either in person or telephone. One of the main data collection tools in qualitative research is the interview method which is according to Punch (2005) is a very good way of accessing people's perceptions. In this study, the researcher used face-to-face interviews mainly because interviews remove bias, curb the problems of limited coverage of the research candidates, and deal with the problem of inadequate sampling. Zulu (2014) states that interviews are ding conducted on a face-to-face basis and they can take a variety of forms such as "structured, unstructured and semi-structured".

3.8.2.1 Structured interviews

A structured interview is a predetermined set of questions, not flexible and cannot be restructured. In structured interviews, the interviewer will use a set of predetermined questions which are short and clearly worded; in most cases, these questions are closed and therefore require precise answers in the form of a set of options read out or presented on paper. In structured interviews Punch (2005) supported the above statement by stating that the respondents are asked a series of pre-established questions which present response categories and this give little room for variation in response, though open-ended questions may sometimes be used while all respondents receive the same questions in the same order, delivered in a standardised manner so that the interviewer can play a neutral role. Sometimes a structured interview is also called a standardised interview. Zulu (2014) opined that the structured interview is commonly used in survey research. This type of interviewing is easy to conduct and can be easily standardized as the same question being asked of all participants. According to Preece and Sharp (2002), structured interviews are most appropriate when the goals of the study are clearly understood and specific questions can be identified.

3.8.2.2 Unstructured interviews

An unstructured interview is an opposite approach, in which the interviewee is able to talk informally and freely about their point of views (Teorell and Stevenson, 2007). Punch (2005:172) states that "the traditional type of unstructured interview is the non-standardised, open-ended, in-depth interview, which sometimes called the ethnographic interview which is used as a way to understand the complexity of the peoples' behaviour without imposing any prior categorization to avoid limiting the field of inquiry". Zulu (2014) propounded that the unstructured interview is capable of being producing rich and valuable data because it is being characterised by its prolonged and intimate conversation and it's being used in social research as well as other fields.

3.8.2.3 Semi-structured interviews

In between the extremes of structured and unstructured is a semi-structured interview. Semi-structured interviews according to Bryman (cited in Zulu,2014) refers to a context in which the interviewer has a series of questions that are in the general form of an interview schedule but is able to vary the sequence of questions which are somewhat more general in their frame of reference from a typically found in a structured interview. Semi-structured is the moderate type that is a non-standardized interview and according to King (2004) often is referred to as 'qualitative research interview'. A qualitative research interview is used, which has a list of questions that guides the interviews and a specific theme are connected to the research question. Conducting a number of semi-structured, though open-ended interviews, in order to collect interviewees' reflections in a similar way which means that questions are always answered within the same context. The interviews are conducted face-to-face, one-by-one, in a non-standardized approach, with English as the primary language.

3.8.2.3.1 Advantages of Interviews

Trochim (2010) explains that interviews have the advantage of being personal since the interviewer will work directly with the respondent and clarifies any ambiguous questions asked. The interviewer had an opportunity to probe or ask to follow up questions to seek clarification. Powell (2010) however highlights that the interviewer can end up getting biased results if the researcher shows surprise and emotions during the course of the interview. The voice projection, gestures, facial expressions and dress code can also influence the respondents' answers and thereby obtain inaccurate answers.

In designing the schedule the researcher tried to ensure that it was free from bias by using the same schedule with each respondent. The interview schedule was also constructed in such a way,

so as to facilitate for easy administration. This method of the interview has features of both structured and unstructured interviews and therefore use both open and closed questions. As a result, it has the advantage of both methods of the interview. In order to be consistent with all participants, the interviewer has a set of pre-planned core questions for guidance such that the same areas are covered with each interviewee. As the interview progresses, the interviewee is given the opportunity to elaborate or provide more relevant information if he or she opts to do so. This study interviews every participant in using a semi-structured interview approach to appraise the pedagogical design of the mode.

3.8.3 Observation

The most common method used for getting information about various things around us is to observe those things. Hence, it can be said that observation acts as a fundamental and the basic method of getting information about anything. It must be kept in mind that observation is not just seeing things but is carefully watching the things and trying to understand them in depth, in order to get some information about them. In an accurate sense, observation involves the use of the eyes rather than the use of the ears and the voice. An experienced worker never believes in hearsay he only trusts if he has observed that with his own eyes or if the report is the first-hand evidence of his eyes. So it can be said that observation done with the help of the eyes acts as a most trustworthy medium for making an observation. The main advantage is that activities can be recorded as they unfold and thus making data reliable. The researcher can draw a conclusion by watching both the library users and the library workers as they perform in their daily activities. However, some activities are difficult to observe.

The problem with this method (observation) is that opinions and attitudes are difficult to measure and judge. Also, observation involves a lot of time as one has to wait for an event to happen to study that particular event. The researcher has to wait for the library users to visit the library or observe them in the parks or offices. The problem with this method is that both the library users and staff can model a certain type of expected behaviour if they realise that they are being observed or studied thereby influencing the results negatively.

3.9 Data collection procedure

The interviews and observation were personally done by the researcher at the libraries and at the offices of the management to ensure validity and credibility. The researcher delivered the questionnaire to all the nine public libraries under the banner of the City of Harare. Appointments to the management and to the library staff were made by the researcher so that they can get

prepared for the interview. The researcher goes in person for the oral interview. The participants were free even to emotionally offload some views using the vernacular language so that real genuine meanings can be derived and shared. As of the opinion leader's interviews, they were held at libraries offices and the at the circulation desk. The data collection process took one week because some of the management will be gone for out of offices for some other crucial meeting of the organization.

3.10 Credibility

In ensuring the credibility of the data and conclusions of the study, the researcher made use of triangulation of methods which is "the use of multiple methods to address a research problem" (Zulu, 2014). In the study, the researcher used questionnaires, interviews and observation in ensuring the credibility of the data that was collected and the conclusions within the study.

3.11 Pre-test of the data collection instruments

Trochim (2010) explains that the pretesting is relevant in clarifying questions and provides a preview of the expected answers. The pre-test group was a random sample of the population under study. A sample of 10 library users was chosen from each library to test the questionnaires to find out how understandable were the questions and interpretation of the questions as to what exactly was being for by the researcher. The pre-test had to match the final test and was considered a dress rehearsal! The results of the pre-test were used to determine whether the subjects understand each question. It is very amazing to find out that what was clear to you is confusing to someone else. This helps to identify and correct possible problems before the document is utilized for data collection. Questionnaires were tested three weeks prior to final administration to allow editing and modification of instruments. The questionnaire wording and scales for the study were properly constructed so as to be able to get to measure the correct data required from the participation population. The interview questions were also pretested on the same students to find out if the answers obtained from the sample group would reflect what was required by the researcher for collection or the questions were ambiguous?

3.12 Data presentation and analysis

Data analysis according to Monette, Sullivan and Dejong (2011) involves unlocking the hidden information in the raw data and transferring it into something useful meaningful. Zulu (2014) in supporting of the above definition avers that the process of data analysis, to the researcher, provides an opportunity to make sense of the data after collecting it to the respondents and also to learn whether the researcher's ideas are refuted or confirmed from empirical evidence. In a

research project triangulation of data can be used to analyse data, thus, embracing both qualitative and quantitative data method. In Qualitative data analysis, the inductive reasoning was employed through specific observation this helps to make the specific universal explanation of a phenomenon (Bryman, 2008). On the other hand, the deductive reasoning was used to analyse quantitative data. According to Monette, Sullivan and Dejong (2011), deductive reasoning entails a general set of propositions that can be used to reduce further the more concrete relationship between the elements of the theory. Zulu (2014) opine that quantitative data analysis always begins with a theory or hypothesis and derives interpretation and makes conclusions from it.

In this study, the triangulation of data analysis was employed. Researchers often make use of statistical tools that can range from simple percentages to complex statistical this helps to aid in communicating the researcher's findings to others. In this study, the use of computer and the SPSS software was found suitable to process the statistical pieces and data presentation. The use of the software facilitates the sorting of data, computing percentages and to interpret the relationships between variables. Data from the pre-coded semi-structured questionnaire were entered into the computer using the SPSS software. Graphs, tables and pie chat, as well as histograms, have been used to present the data collected in the study.

3.13 Validity and Reliability of instruments

According to O'Leary (2004:61) "Validity is premised on the assumption that what is being studied can be measured or captured and seeks to confirm the truth and accuracy of these measured and captured data as well as the truth and accuracy of any findings drawn from the data". For an instrument to be validity, it has to measure what it supposed to be measuring. While on the other side reliability according to Neuman (2012) means dependability or consistency and that repeated stable outcomes are the same under identical or similar condition. Validity and reliability are two important issues to be addressed beyond identifying the methodology of data collection. What makes the validity of data collection so significant is that the concept denotes how much the research findings are congruent with reality (Merriam, 2002). Merriam argues that when data is called valid, it gives a truthful picture of the topic that has been studied. Reliability is a matter of whether a particular technique, applied repeatedly to the same object, would yield the same result each time. It is significant to assess the reliability of the data and outcomes without referring to any bias.

3.14 Ethical considerations

To collect data from the City of Harare public libraries, the researcher physically sought permission from the management who authorizes the distribution of the questionnaires to all the nine libraries, to staff and the library users respectively. Benefits of the projects should be explained to participants. Confidentiality and anonymity was emphasized by not requesting for any names for identification on the forms. This being a mixed method approach, the researcher interacts deeply with the participants and the library staff, thus entering their personal domains of values, weaknesses, individual learning disabilities and the like to collect data. Silverman (2000) reminds researchers that they should always remember that while they are doing their research, they are in actual fact entering the private spaces of their participants. Understandably, this raises several ethical issues that should be addressed during and after the research had been conducted.

Creswell (2003) states that, the researcher has an obligation to respect the rights, needs, values and desires of the informants. Silverman (2000) argues that the relationship between the researcher and the subject during an interview needs to be considered in terms of the values of the researcher and cultural aspects. Therefore, appropriate steps should be taken to adhere to strict ethical guidelines in order to uphold participants' privacy, confidentiality, dignity, rights and anonymity. Honesty and trustworthiness of the data collected and the accompanying data analysis. Privacy, confidentiality and anonymity as the study included a test-retest reliability check, total anonymity was not possible. However, the researcher ensured that the confidentiality and anonymity of the participants would be maintained through the removal of any identifying characteristics before widespread dissemination of information. The researcher made it clear that the participants' names would not be used for any other purposes nor will information be shared that reveals their identity.

3.15 Summary and Conclusion

This chapter has outlined the research paradigm, research methodologies, strategies and design used in the study including procedure, participants, data collection tools, data collection and analysis methods and credibility issues. The research design for this study was a descriptive and interpretive case study that was analysed largely through qualitative methods mainly using descriptive statistics. Further it also briefly described the several stages involved in the design and development processes of the research in this study. Also, this chapter provided the reason for the choice of triangulation of data as a research design.

CHAPTER 4: DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents, analyses and interprets the data or findings that were obtained through the face to face interviews, questionnaires and observation conducted by the researcher. According to Zulu (2014), data presentation and analysis is very important because it reveals the raw data collected from the field by translating it into meaningful information. To ensure that all questions and issues raised in this study were adequately addressed, the analysis of data was made in line with the research objectives. This chapter presents the data that was gathered through descriptive survey research design on how Local authorities manage its public libraries, a case of City of Harare. By making use of questionnaire and interviews schedules, primary data were gathered. A Statistical Package for Social Sciences (SPSS) was used to construct tables, charts and calculates percentages automatically seconds after data was punched in. Data was analysed and reports generated.

4.2 Survey Responses

The researcher categorized the respondents into three categories namely library users, library staff and local authority's management (both the appointed and the elected staff). Questionnaires were distributed to one hundred and eighty (180) library users, twenty-two (22) library staff, ten (10) managers and forty-six (46) councillors of the City of Harare. The population covered was that of the registered adult library users, all the library staff from all nine public libraries owned by the City of Harare and its management (10 managers and 46 councillors). The names of the respondents were withheld for confidentiality reasons. The overall response rate was at ninety-five percent.

4.2.1 Response rate

The following table represents the statistics for the response rate

Description	Questionnaire administered	Questionnaire returned	Response rate in percentage
Management	56	56	100%
Library staff	22	22	100%
Library users	180	167	93%

Table 4.2.1: shows response rate

The table on figure 4.2.1 shows how copies of questionnaires were distributed. Out of a total number of 258 questionnaires distributed to the respondents, 245 questionnaires have been returned and it records 95%. The response rate of both the management and library staff all records 100%, meaning that they all managed to respond to the questionnaires. The reason being that employees report at their place for work daily. Unlike the library users, only 93% have responded the reason being that maybe some are not interested in participating. However, despite that some other respondents did not manage to response, 95% was enough for the researcher. This has been supported by Babbie and Mouton (2001:261) who they opine that, "in a survey research, a response rate of 50% is considered enough for analysis, 60% is considered good, while 70% is considered very good". This study has a 95% response rate which proves that it has exceeded Babbie and Mouton maximum percentage of 75% (a very good response rate).

4.3 Gender Distribution
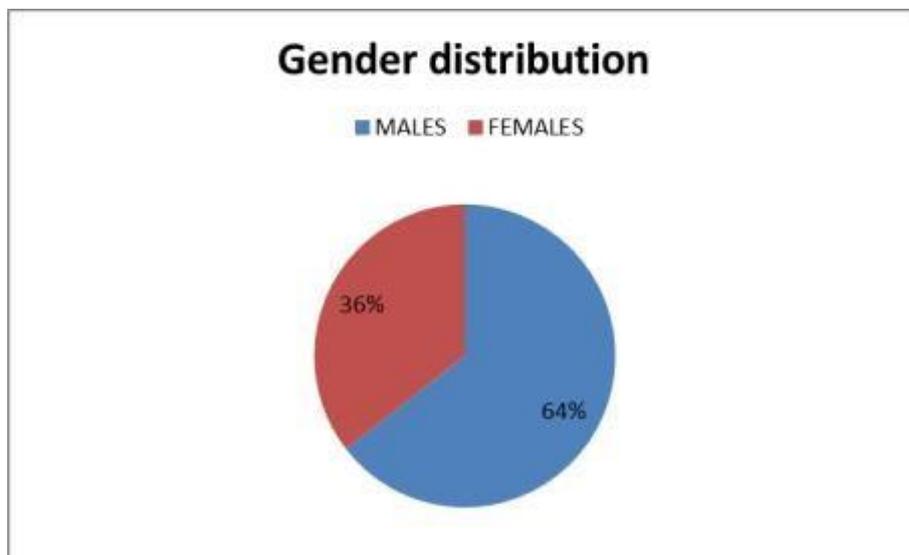
Figure 4.3 Gender distribution

The question on capturing statistics of the response rate on gender aimed to provide demographic composition in terms of gender. The researcher was able to have a clear representation picture of both sexes in the management of public libraries in the City of Harare. According to the above displayed pie chart 64% were males whilst 36% were female respondents. This is true reflection of statistics in City of Harare because out of ten managements only two are women and the other eight are males, forty-six councillors and out of them only three are women whilst the other forty-three are males. For the library staff out of twenty-two, fourteen are women whilst eight are males and to the library users, sixty-six are women and ninety-nine are males. This is a true reflection of the statistics in terms of gender composition at the city of Harare public libraries. Generally according to the study, the data shows that there were more males who participated in the study

than females as represented on the pie chart above (64%: 36%). The reason being that gender mainstreaming is not yet being done by many local governments in the developing countries. This buttresses the point raised by the UNIFEM (2008) that, the rate of progress of women's representation in legislatures across the world, gender parity will be reach only in 2047. For redressing intractable political and socio-economic inequalities, Dzodzi (2009) opine that affirmative action is very useful.

4.4 On the job experience and qualification of library staff

On the job experience	5yrs and below	6-10 years	11-15 years	16yrs and above	Others
	10 (45%)	2 (9%)	3 (14%)	7 (32%)	
Qualifications	Degree	H/Diploma	Diploma	Certificate	Nil
	1 (5%)	6 (27%)	4 (18%)	6 (27%)	5 (23%)

Table 4.4: shows on the job experience and qualifications of library staff

The table 4.4 indicate that out of the total responses, representing the number of library staff in the city of Harare public libraries, the highest number of 45% are those who are five years and below and the lowest are between six to ten years it records 9%. The highest number 45% on five years and below is a true indication because most of the library staff has gone on retirement and new staff have been recruited. On qualifications, it shows that the library staffs who are holders of a degree records 5%, Higher National Diploma and National certificate records 27% each respectively, and those who are holders of a Diploma records 18% and 23% have no qualification usually these are general hands. These findings indicate that there is need for capacity building in order to strengthen the professional capacity of staff since library science is an evolving profession with new developments emerging continuously. This was supported by Kumar (2010) when he asserts that, librarians must possess reasonable knowledge on how to use electronic resources especially in this digital age era. More information in today's dynamic environment is being digitally stored electronically being disseminated and more materials are available online, this indicates that librarians should have knowledge on how to make use of these resources. To add on from Kumar, Widdows (2010) in his study has posted the kind of skills needed to be developed by librarians which include among others classification, cataloguing, indexing as well as assessing the reliability and quality of information.

4.5 Library Management in city of Harare

The management was asked to indicate if library management was necessary. The results show that 100 % of the respondents all agreed to the above assertion. The respondents were also probed on the extent to which libraries were included in Local Authority strategic plans and policies and all the respondents (100%) indicated that to a lesser extent because there was not much attention given to libraries. The results also indicated that 100% of the management concur that library management can enhance coordination and integration of public library services into a holistic and effective entity for quality service provision. The results indicated that the current library management system being used in City of Harare (COH) public libraries is the out-dated manual Brown issuing system. The respondents also indicated that the top management including the Town Clerk were aware of the challenges facing the libraries. This clearly shows that a lot still need to be done so that City of Harare (COH) public libraries should adapt to change inorder to cope with the dynamic environment where library operations and procedures can be done electronically or digitally.

Public libraries are poised to play a crucial role to support research and learning. Zak (2014) recognizes the importance of Information technology for the library and information science profession as it places the profession in a position of knowledge navigators and change agents that will meet the specialized needs of clients. Gorman's (2004) five laws of library science that should be employed in the management of public libraries shows that the public libraries should see the importance to re-engineer and re-invigorate the management of public libraries in local authorities in a manner that will accommodate the use and adoption of new technology. The changing role of the library has been observed by Balandzic and Johnson (2013) and they propounded that a library has to transform from a physical place to a digital environment. Technology Acceptance Model (TAM) plays a crucial role to help to enhance the desire for adoption and use of the information technologies.

4.5.1 Current Status of Public Libraries in the City of Harare (COH)
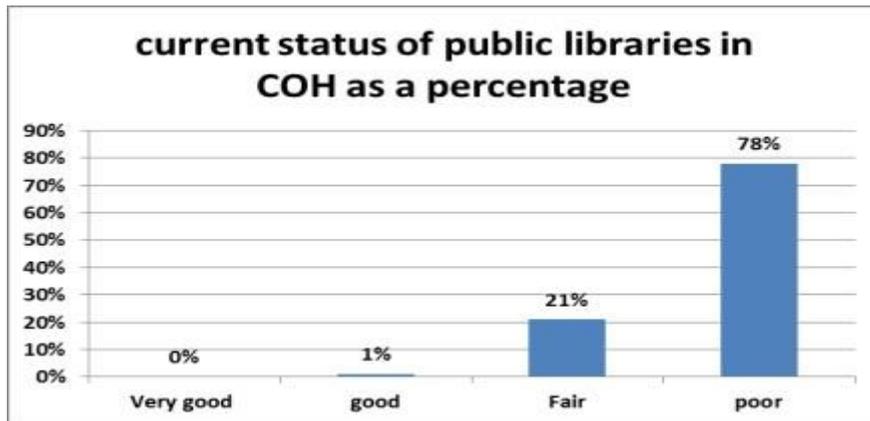
Figure 4.5.1: Current status of public in city of Harare

Two hundred and forty-five respondents were asked to indicate the current status of public libraries in the City of Harare (COH), the highest percentage response rate was from those who indicates that the current status of public libraries in the city of Harare was poor and there were 78% , followed by 21% of those who states that the current status of public libraries is fair, 1% indicates that the current status of public libraries is good and lastly no one states that the current status of public libraries in the City for Harare (COH) is very good. This is very true because most public libraries in the city of Harare are in a dilapidated state there is no renovations in place which makes them unattractive. This will undermine the fulfilment of educational facilities by the public libraries. People in their lives require education, therefore, in order for them to acquire knowledge the public libraries becomes the agency to facilitate this process by providing reading materials in all formats. Opara (2017) concur to the above by asserting that, without effective and efficient library services, the education system can be considered inadequate. For libraries and information organization to provide better services that will be inclusive to all users, Nicholas (2007) argued that there is a need for effective laws to be passed as an appropriate way to intervening to promote citizenship and equity in the information society of the 21st century. If public libraries are being established on the basis of legislation, it will assure its continuance and place in the Local government structure.

4.6 Physical facilities in City of Harare public libraries
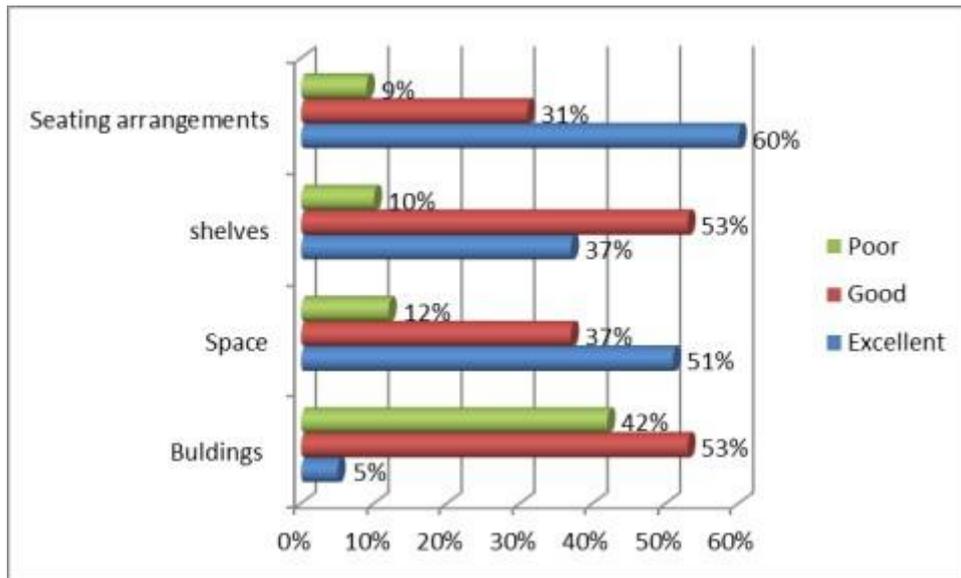
Figure 4.6: Shows physical facilities in City of Harare public libraries

Respondents were asked to rate the physical facilities in the COH public libraries. The above data shows the responses from the respondents. The respondents were asked to comment on the buildings, shelves, space and the seating arrangements. The seating arrangement has scored the highest percentage in excellent as compared to the other three and it records 60%. The buildings of the public libraries in the City of Harare have the highest percentage of those who indicated 'poor' as compared to the other physical facilities. Overall the results obtained shows that the physical facilities of public libraries in City of Harare are not operating up to the standard. This shows that there is need to relook and reconsider the quality of facilities. The findings concur to the statement made by Rosenberg (2004) when he puts it bluntly that, "The early promise of libraries has not been fulfilled in Africa. Buildings and other facilities have not been maintained, shelves are either empty or full of out-dated and irrelevant material and the percentage of the population using the services is negligible". The city fathers need to be enlightened on the conditions of the library buildings to ensure that they are conducive for the well-functioning of the library libraries.

4.7 Challenges faced by the city of Harare public libraries

Respondents have been asked to indicate the challenges they are facing. Below is how the respondents have indicated.
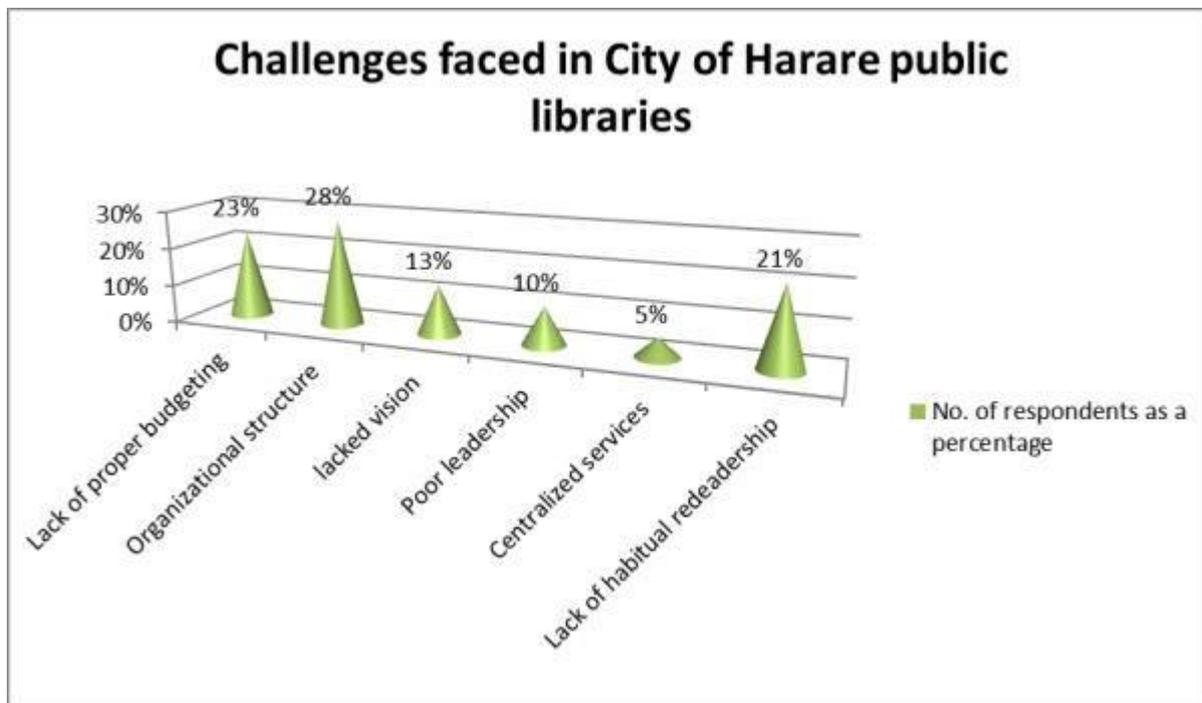
Figure 4.7: Challenges faced in City of Harare public libraries

Questionnaires were distributed to the library staff and the management and they constitute seventy-eight in total. Out of seventy-eight respondents, the highest response rate was 28% who indicated that organizational structure was the main challenge faced by the city of Harare public libraries followed by lack of proper budgeting which has 23%. Lack of habitual readers is also another challenge indicated and the question received 21% this means that most people read only to achieve a purpose and no longer read when they are successful. Lack of habitual readers can be overcome through marketing the library services. Libraries as an agency must communicate to library users its services via print or electronic media (Campbell, 2004). Advertisement according to Morris (2004) must spell out clearly the kind of services library offers, for example internet search, current awareness, CD-ROM search and selective dissemination of information service. One of the problems observed by Carrington (2005) in library services is that library patrons are not being communicated with. The instrument that can be used to fulfil library objectives is through marketing.

Centralized services have the least number of respondents and it records 5%. Centralized service as a challenge buttresses the point raised by Bukenya (2005) that there is insensitivity towards local needs due to centralized services that often do not consult the grassroots population and consequently provide the wrong services, which adults ignore but students sometimes embrace. There are also other challenges being indicated for example lacked vision which has 13% and poor leadership which has 10%. The findings obtained by the researcher concur to that of Professor Lundu (2002) when he asserts that council libraries have lacked vision, leadership,

funding and have depended heavily on donors. Also Raseroka (1997) clearly pointed out that, the general public library service conditions in Africa are in a depressed state.

4.7.1 Organizational Structure as stumbling block

Below pie chart shows the results obtained on organizational structure as a stumbling block
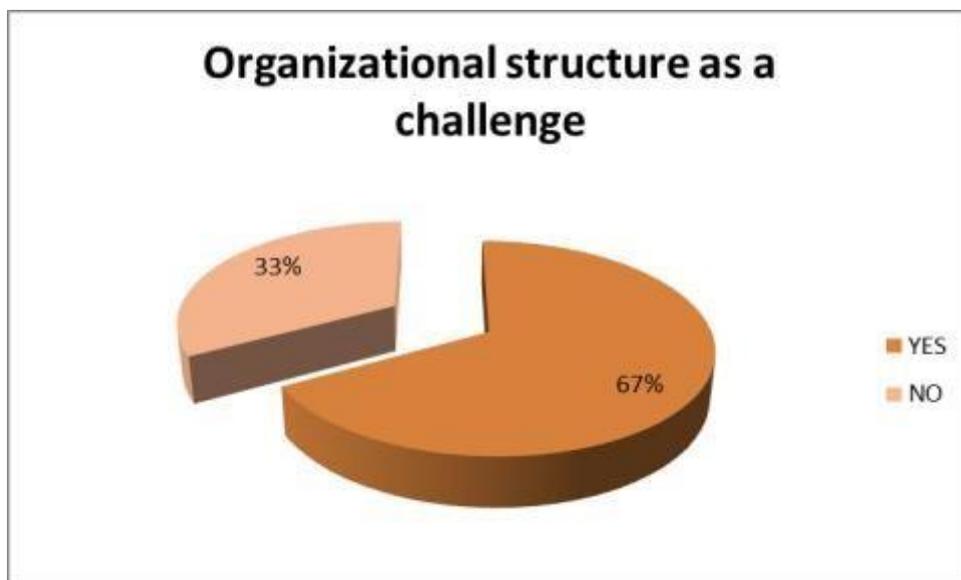
Figure 4.7.1: Organizational structure as a stumbling block

According to the results analysis, it was noted that organizational structure is the major challenge in the way public libraries in the city of Harare are being managed as indicated by the sixty-seven percent (67%) out of the total population seventy-eight (78) indicated "YES" when probed on whether the organizational structure was the stumbling block with regards to the proper management of public libraries. Whilst 33% of respondents indicated "NO". The results clearly show that organizational structure is the stumbling block on the proper functioning of the library. For effective public library management there is need for an appropriate management structure to ensure that services are well developed and delivered. This will also ensure that resources provided by the community have been properly accounted for.

Organizational structure plays a crucial role in determining where power lies, in defining how people relate to each other and in influencing the momentum for change and resource utilization (Carnall, 2003). Some organization's structure is very difficult to implement change than others because of their bureaucratic nature. As Morgan (1988) noted there are really only four basic forms of structure which range from the very rigid to the very flexible, as follows: bureaucracy, matrix, project and loosely coupled organic network. Therefore, an appropriate organizational structure, in both formal and informal elements, can be an important facilitator of the provision

of services. Most Local authorities in Zimbabwe like city Harare is bureaucratic in nature, this has a major impact on how services can be provided at the lower level. The reporting structure of the public libraries should be very small so as to enable the smooth running of activities.

4.7.2 Challenges faced by the library users in COH

Figure 4.7.2: Challenges faced by the library users in City of Harare

According to the statistics collected the major challenge faced by the library users scored fifty-four percent 54% of respondents who indicated that the unavailability of internet services was the major challenge they are facing when using the COH public libraries. This is validated by the fact that 100% of the public libraries in the city of Harare do not have internet access. In this modern day's libraries that do not hook to the use of new technologies, they will lag behind and also they will not fulfil its mandate why they exist because public libraries are there to provide for user's information, recreational and cultural needs. The introduction of technology within libraries help to provide new services and materials which will help to offer more sources of information and the library users will spend their time looking for the information they want.

The unavailability of relevant books is also another challenge highlighted by the respondents. Forty-one percent 41% of respondents indicated that most books in the libraries are not relevant to the information the user needs. This means that City of Harare public libraries are not fulfilling the requirements of the first law of library science which says "Books are for use" propounded by Ranganathan in 1931 (Opara,2010). This law clearly shows that a library has to play a part as the change agent. Libraries are instruments to the desires of the library users and they are not the end in themselves (Opara, 2017). Therefore, librarians have the task to make sure that the library collections are maximally used and accessed.

The other challenge though it has a lower percentage of the respondents than the other is that of poor library services by the staff and it records 5%. Libraries need to adjust its services inorder to keep current as well as to stay relevant. Innovation is needed in the management of public libraries so as to stay ahead of their users. This has been confirmed in relevant studies by Jain (2009) and Pantry and Griffiths (2003). INFLA (2015) highlighted the importance of developing competencies and skills which needs to be prioritised inorder to facilitate Organization of knowledge. In some cases, lack of competencies can demotivates employees. According to Kumar (2010) librarian and information professionals are being trained so as to become experts in searching information, acquisition, selecting, organizing, and preservation as well as disseminating information to the users. This will help to facilitate easy access to information by the library users. Also for a worker to provide the services very well, salaries must be obtained in time. However, in City of Harare (COH), employees are going for some months without being paid salaries which will demotivate them from properly carrying out their duties thus lead to poor services.

4.7.3 Challenges faced by the management

Below is graph showing the challenges that the management in the City of Harare public libraries are facing. Respondents have been told to rate on the challenges they are facing which include poor funding, decline in revenue base, political instability and economic challenges. Below are the findings obtained from the respondents.
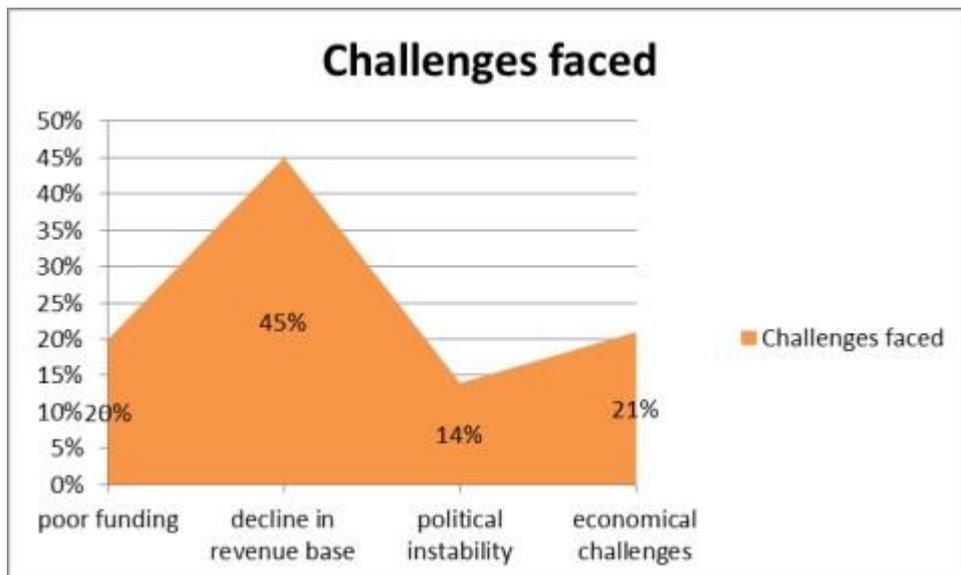
Figure 4.7.3: Challenges faced by the management

The management revealed that they also faced some challenges in the management of public libraries such as decline in the revenue base reflected by 45% of respondents. There are also

economic challenges which everyone in Zimbabwe can testify for example the issue of liquidation and high unemployment. Economic challenges were reflected by 21%. Poor funding and political instability are also other challenges indicated by the respondents with 20% and 14% respectively. These challenges have the major impact on the way public libraries should be managed. The findings concur to what has been reported in the Zimbabwe Herald (2018) that, currently the Harare city council owed a total of $733 million by its residents, mainly in water bills and property rates. This means that if people do not pay up their rates, the local authorities would find it difficult to fund its public libraries, thus, leading to shortage of library material as well as poor library services.

For public library under the banner of local authorities to effectively and efficiently achieve its objectives, it has to identify, understand and manage interrelated processes as a system. The public library under the control of local authority can be taken as a system. Libraries can take inputs in the form capital, human resources, raw information and technology (Calvert, 2008). Houghteling (2006) opine that, it is essential to receive inputs from the environment if organizations is able to respond effectively to its ever-changing environment. Once having the inputs libraries do process the resources through application of labour, operations and management. For example, in the processes, that is where activities like acquisition, cataloguing, classification, indexing and shelving can take place. After the processing, the outputs can be obtained as products or services. Hernon and Dugan, (2004) asserts that an output is institutionally or organizationally based. Then after the output, here comes the outcomes in the form of feedback. According to Calvert (2008) outcomes is the impact of an output on an individual and this can personally be experienced. Therefore, it means if the input in terms of funding is not adequately being provided, it will lead to poor services thus, poor feedback (complaints from library users).

4.7.4 Procurement of library material in city of Harare

The results indicate that COH public libraries do not contain up-to-date materials. 100% of the respondents indicate that they are now having more than seven years without procurement of library books and other essential resources. They also indicated that they use centralized model on the procurement of library material with the Highfields library being the headquarters. Unavailability of procurement of library materials was being caused by serious financial constraints. Harare City Council is currently owed a total of $733 million by its residents, mainly in water bills and property rates (The Herald, 2018). Financial constrains have stifled information provision. Most books in the libraries are out-dated and have proved to be of lesser importance to the library users. In contrast, many feature book shelves are in shambles, its text books are

tattered and torn and some of the books have missing pages or torn covers and most of the reading text books have become irrelevant and no new editions are being put into the libraries and the local authority failed to restock. The above challenges have disadvantaged the city of Harare public library users. Public libraries in such a current knowledge-driven economy should develop sustainable ways so as to remain in sync with the demand of such a dynamic environment.

According to the INFLA Global Summit Report (2017) they states that, they are focused to serve the community by sharing a deep commitment to meet user needs. Community needs have to be given the first priority if libraries are to exist. Public libraries are there to provide locally based services for the benefit of the community at a local level. This can be done through the provision of informational services. In order for this to be fulfilled, the collections and services they provide should be based on local needs and it has to be assessed on a regular basis. Public libraries will decline or it can get out of touch if they fail to use this discipline of first having an understanding of what are the local or community needs. Thus, proper procurement is a need if city of Harare public libraries are to be well functioning**.**

4.8 Strategies to be used in funding public libraries

To come up with the best model to better serve the interest of the council, public libraries and the citizen (library users), the researcher asks respondents some questions concerning the funding of the public libraries and the type of model they prefer.

4.8.1 Sources of funding in City of Harare public libraries
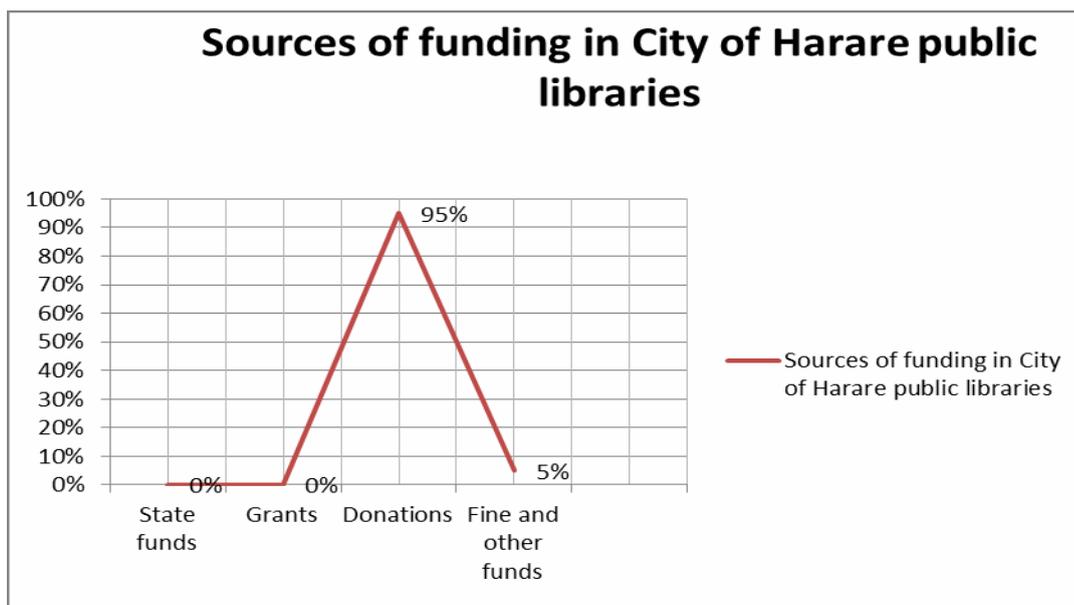
Figure 4.8.1 Sources of funding for public libraries

Statistics from figure 4.8.1 indicates that out of all sources of funding for the public libraries in city of Harare, Donations is the source of funding which has the highest percentage reflected by 95% of respondents followed by fines and other funds and record 5%. It also shows that both state funds and grants are not being received by the City of Harare (COH) public libraries. The decline of revenue collection in city of Harare has stifled the funding of public libraries. As stated in the Zimbabwe Herald (2018) that Harare City Council is currently owed a total of $733 million by its residents, mainly in water bills and property rates. With such huge debts, it has dwindled the service provision within the City of Harare (COH). The findings also concur to what was stipulated in the Newsday Zimbabwe (2011) when it states that, public libraries in city of Harare are relying on book donations due to lack of funding. It went further to state that libraries in city of Harare are always last to be considered in terms of budgets allocation. For library materials to be adequately available within a library, it means the local authorities responsible for the public library services should come up with budgets for the acquisition of new books. Calvert (2008:9) asserts that "The budget is important because a great deal of what libraries are, is that they do require expenditure, so funding given to the library will enable or limit what can be done". However, in city of Harare public libraries, due to poor funding, they are now relying on donations. Relying on donations has its negative impacts on the type of books being donated because some of the books are not relevant to users' needs.

4.8.2 Strategies to be used in City of Harare public libraries
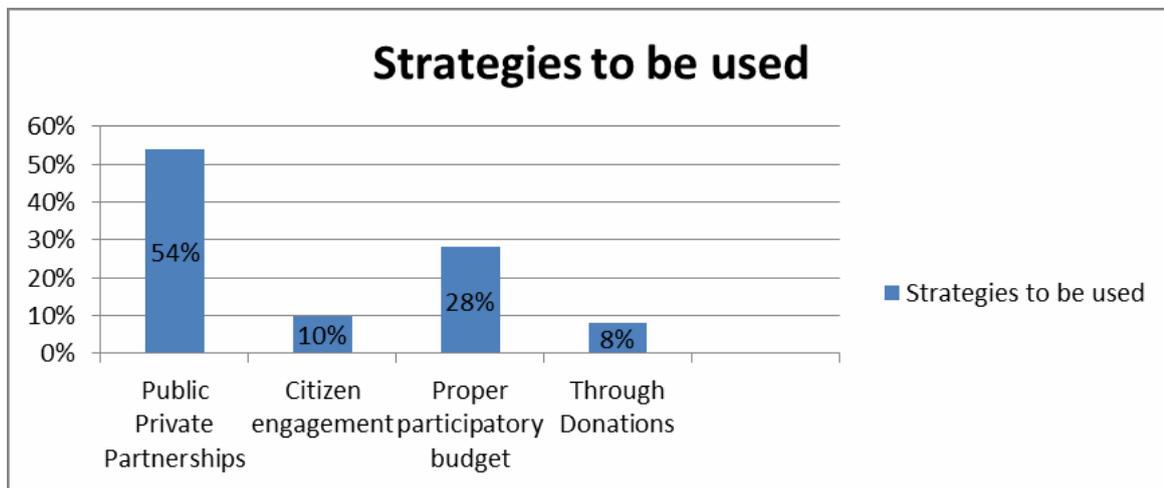
Figure 4.8.2 Strategies to be used

The statistics indicates that 54% of respondents are of the view that the best strategy for the development of public libraries in order to serve the interest of both the library and the community is through Public-Private Partnerships (PPPs). According to the Global report INFLA (2018) they states that there is need to build collaboration and partnership. They went further to say that, they

recognise working collaboratively amongst ourselves, and in partnership with those outside, as essential for creating a strong, united library field (ibid). Through partnerships and networks with other libraries and related organization public libraries can be able to improve their status with regards to satisfying the information needs of the diverse library users through increasing the range of available resources (Muchen, 2001). This partnership will help to sustain the projects and also good practices will be shared between these two organizations. The provision for a proper participatory budget is also another model that can be used to strengthen public libraries. According to the results 28% of the total respondents avers that the strategy that can be used to source funding in the public library in City of Harare (AFM) is through carrying out the proper participatory budget. The other two strategies other than the above mentioned are citizen engagement and through donations and they both reflected by 10% and 8% respectively.

The public libraries since its services are part of that of a larger community and being operated under the management of the local authorities, they must make sure that the community is being engaged in the planning process as well as the budgetary process of the local authority so that different stakeholders can participate in the budgetary allocations of the public libraries. The engagement of community has got its advantages because to some extent, it helps to mobilize resources from different stakeholders and sometimes it helps to strengthen the relationship between the local authorities and its residents so that they can be able to pay up their bills if they know the importance of the libraries since the funds to fund public libraries comes from the revenue collection.

4.9 Summary

This chapter managed to present and analysed the data which was collected from the field of the study. The specific objectives and research questions of the study were used to analyse data. SPSS was used to process raw data collected from the questionnaires. The data was presented in the form of graphs, tables and narrative forms. The data collected from questionnaires were categorized and compared with that obtained from the interviews. The chapter gave also details of the rate of responses to the research survey questionnaire. The respondents were analysed by the gender, position, qualification, and the number of years they have on the job. Areas covered in this chapter include the quality of public library facilities, services and the current status. The challenges faced by Harare City Council in the management of public libraries and the models to be used to better serve the interest of the public libraries staff and users. The study managed to obtain a high response rate due to the fact that the researcher personally delivered and collected the questionnaires. The validity of the research was a result of the researcher's tactic of carrying out a one on one interview with the respondents. Overall, the data collected indicated that the

management of public libraries in the City of Harare Council is embroiled with some serious challenges and chief among them being the organizational structure. The next chapter is going to present a summary of the findings, conclusions and recommendations.

CHAPTER 5: SUMMARY, CONCLUSSIONS AND RECOMMENDATIONS

5.1 Introduction

In the previous chapter (chapter 4) the data collected from the field was analysed, interpreted and presented. This final chapter concluded the research study by providing the summary, conclusion and recommendations while consolidating all the trends that have emerged from the whole study. The chapter aims to relate findings and analysis to research questions, conclusions and recommendations are made. According to Williamson (cited in Kalusopa, 211:263) the following factors should be considered when making conclusion and recommendations:

◆ There should be aligned to findings;

◆ Avoid over-concluding meaning, unwanted conclusion and generalisations; and

◆ Research questions should be the basis for concluding and recommending.

The conclusion and recommendations according to Bryman (cited in Zulu, 2014) should be clear on the implications of the findings and make suggestions for which the findings have implication for theories relating to the study.

5.2 Summary

The main objectives of the research were to investigate the role of the local authority in the management of public libraries in the city of Harare. The study adopted a descriptive research design whereby questionnaires, interviews and observations were used as the data collection tools. The researcher examined how public libraries are being managed in city of Harare and a gap was identified that there were myriad of challenges with regards to the management of public libraries. This was affecting the ability of public libraries to fulfil their mandates as stipulated in the IFLA Public library manifesto (1999) which emphasizes more on the need to provide democratic access to information to users or citizens. However, at the City of Harare the management of public libraries is under-mined by a number of factors including lack of management and hence to conduct this research.

The second chapter focused on appraising scholarly works related to the topic under study. Literature from other scholars was studied, examined and scrutinized so that the researcher will draw lessons from others scholars. The literature has reemphasized the role of public libraries as the living force to promote the active role of citizens in society through providing them with free access to libraries in order to benefit from high-quality education, culture, recreational and

information (IFLA UNESCO Public Library Manifesto, cited in Chisita, 2010). Also the literature review highlighted empirical evidence of how United Kingdom public libraries under the banner of local authorities are being managed. Challenges faced by the public libraries in management of public libraries have also been highlighted in the literature review. Also different strategies to be used to overcome the challenges were also being provided in chapter two for example Public Private Partnership and Community led model (*see* Chapter 2.9).

The third chapter of the study looked at the research methodology employed by the researcher. The main population of 3 678 respondents in the City of Harare was used, the ample size was 258 and out of 258, 245 managed to give responses to the questionnaires. Sampling techniques and data collection tools and procedures were also being clearly spelt in chapter three. Stratified random sampling was used by the researcher. Both quantitative and qualitative data presentation were also analysed by the researcher. A pilot study was also conducted by the researcher to find out whether the respondents were facing any challenges in answering research questions and also to determine whether the research instruments would measure what they intended to measure.

The fourth chapter of the study presented, analysed and interpreted the research findings of the study observing the ethical and professional consideration of scientific honesty. A qualitative analysis was thus conducted through observations and interviews conducted during the research. The collected data from the questionnaires and interviews was analysed using charts, graphs and tables.

The research findings indicated that, the overall response rate was at ninety-five percent. 95% response rate was enough for the researcher. This has been supported by Babbie and Mouton (2001:261) who they opine that, "in a survey research, a response rate of 50% is considered enough for analysis. The researcher categorized the respondents into three categories namely library users, library staff and local authority's management (both the appointed and the elected staff). The population covered was that of the registered adult library users, all the library staff from all nine public libraries owned by the City of Harare and its management (10 managers and 46 councilors).

The findings also indicate that there were more males who participated in the study than females as represented on the pie chart (*see Chapter 4.3*). 64% were males whilst 36% were females. The reason being that gender mainstreaming is not yet being done by many local governments in the developing countries. This buttresses the point raised by the UNIFEM (2008) that, the rate of progress of women's representation in legislatures across the world, gender parity will be reach

only in 2047. For redressing intractable political and socio-economic inequalities, Dzodzi (2009) opine that affirmative action is very useful.

Concerning qualification of library staff, the findings shows that the library staffs have at least some qualification needed to carry out library services. This has been evidenced by the following findings which indicates that a holder of a degree is one, Higher National Diploma and National certificate records six each respectively, and those who are holders of a Diploma records four and five have no qualification usually these are general hands. These findings indicate that there is need for capacity building in order to strengthen the professional capacity of staff since library science is an evolving profession with new developments emerging continuously. This was supported by Kumar (2010) when he asserts that, librarians must possess reasonable knowledge on how to use electronic resources especially in this digital age era.

The findings on the library management system in City of Harare The respondents were also probed on the extent to which libraries were included in Local Authority strategic plans and policies and all the respondents (100%) indicated that to a lesser extent because there was not much attention given to libraries. The results indicated that the current library management system being used in City of Harare (COH) public libraries is the outdated manual Brown issuing system. The respondents also indicated that the top management including the Town Clerk were aware of the challenges facing the libraries. This clearly shows that a lot still need to be done so that City of Harare (COH) public libraries should adapt to change inorder to cope with the dynamic environment where library operations and procedures can be done electronically or digitally.

When respondents were asked to state on the current status as well as the physical facilities of the of the public libraries, the findings indicate that the current status as well as the physical facilities of public libraries are not conducive enough for the smooth running of the public libraries. This is very true because most public libraries in the city of Harare are in a dilapidated state there is no renovations in place which makes them unattractive. This will undermine the fulfilment of educational facilities by the public libraries. People in their lives require education, therefore, in order for them to acquire knowledge the public libraries becomes the agency to facilitate this process by providing reading materials in all formats. Opara (2017) concur to the above by asserting that, without effective and efficient library services, the education system can be considered inadequate.

The research findings show that the City of Harare (COH) is faced with a myriad of challenges in the management of public libraries, for example, the unavailability of funds, lack of internet

services, non-procurement of library materials, dwindling budget, lack of proper budgeting, organizational structure and lack of habitual readers. The chief amongst them is that of the organizational structure followed by unavailability of funds. For effective public library management there is need for an appropriate management structure to ensure that services are well developed and delivered. Organizational structure plays a crucial role in determining where power lies, in defining how people relate to each other and in influencing the momentum for change and resource utilization (Carnall, 2003). Some organization's structure is very difficult to implement change than others because of their bureaucratic nature. Therefore, an appropriate organizational structure, in both formal and informal elements, can be an important facilitator of the provision of services. The reporting structure of the public libraries should be very small so as to enable the smooth running of activities.

On challenges faced by library users, the research findings indicated that there are different challenges being faced by the library users which include unavailability of internet, unavailability of relevant books and poor library services by the staff. The findings indicated that the unavailability of internet services was the major challenge they are facing when using the COH public libraries. This is validated by the fact that 100% of the public libraries in the city of Harare do not have internet access. The introduction of technology within libraries help to provide new services and materials which will help to offer more sources of information and the library users will spend their time looking for the information they want.

 Research findings indicated the ideal strategy to be used to enhance the library services, for example, the adaptation Public Private Partnerships (PPPs) Partnerships (PPPs) can be used as a strategy. According to the Global report INFLA (2018) they states that there is need to build collaboration and partnership. Through partnerships and networks with other libraries and related organization public libraries can be able to improve their status with regards to satisfying the information needs of the diverse library users through increasing the range of available resources (Muchen, 2001). This partnership will help to sustain the projects and also good practices will be shared between these two organizations. Another strategy apart from PPPs include community engagement as well as provision of a sustainable participatory budget. The last chapter focuses on conclusions and recommendations for the whole project and suggested areas of further research to be carried out by other researchers who may wish to exploit the same topic in a different dimension.

5.3 Conclusions

The following section provides the conclusions of the study undertaken with a topic, "Local authorities in the management of public libraries, a case of Harare city council". It was hoped therefore, that the findings obtained from the study would provide evidence that would be useful in supporting evidence based decision making for the benefit of the local authority, library staff, the community and other researchers who might want to conduct similar research. The conclusions and recommendations are informed by the specific objectives of the study.

5.3.1 To examine the role of local authorities in supporting public libraries in Harare.

◆ Regarding library management system, the study established that the current library management system being used by the City of Harare (COH) public libraries was the outdated manual Brown issuing system. The reason being that the council does not have adequate funds to introduce an integrated library management system. The unavailability of funds was due to decline in the revenue collection as reported in the Zimbabwe Herald (2018) that, currently the Harare city council is owed a total of $733 million by its residents, mainly with regards water bills and property rates.

5.3.2 To assess the quality of Harare city council public libraries facilities and services

◆ Findings indicated that the library facilities (buildings, seating arrangements, shelves and space), services and collection were dilapidated thus affecting service delivery. Also there is no internet services. The library books in city of Harare public libraries are not relevant to user's needs and they are not adequate. Even though the library staff in city of Harare are professionally qualified their efforts are undermined by lack of resources to provide quality library services. The quality of library facilities in the city of Harare public libraries are generally at par even though much could be done to improve them to meet the growing needs of diverse user groups. This confirms to what other authors like Rosenberg's (2004) assertion that "The early promise of libraries has not been fulfilled in Africa. Buildings and other facilities have not been maintained, shelves are either empty or full of outdated and irrelevant material and the percentage of the population using the services is negligible". The reason behind the unsatisfactory nature of the service, buildings, seating arrangement, shelves and space is due to lack of innovation due to under-funding. This has affected the public library's ability to accommodate the growing and diverse needs of the library users.

◆ Regarding the lack of internet services, in the public libraries, the study established that funds to be used for procurement of library materials have been substantially unavailable or

inadequate. From the study, this conclusion can be justified considering the fact that the library staff were professionally qualified. By being professional qualified and being experienced they are being expected to appreciate and understand the importance of introducing the use of electronic services in the libraries. The findings indicate that there is urgent need to introduce electronic services for the benefit of the users in line with the IFLA Global Vision for World libraries (2018) which emphasizes on the need to automate library services for an inclusive society.

5.3.3 To find out the challenges for public libraries in Harare city council.

◆ The findings clearly show that there are many challenges that public libraries in city of Harare are facing these include lack of proper budgeting, organizational structure, lacked vision, poor leadership, centralized services and lack of habitual readers. Out of these challenges the chief amongst them was that of the organizational structure. According to the results, organizational structure has been indicated as the stumbling block on the proper functioning of the library. The organizational structure is too bureaucratic to an extent that libraries are not being given due consideration with regards to resource provision so that they are capacitated to adapt to change. Decision making is affected by the hierarchical nature of the reporting structure. All the challenges mentioned followed that of the organizational structure.

5.3.4 To identify strategies to be used for the city council to support public libraries.

◆ Provisions from findings indicates that out of all sources of funding for the public libraries in city of Harare, Donations is the source of funding which has the highest percentage followed by fines and other funds. It also shows that both state funds and grants are not being received by the City of Harare (COH) public libraries. The decline of revenue collection in city of Harare has stifled the funding of public libraries. As stated in the Zimbabwe Herald (2018) that Harare City Council is currently owed a total of $733 million by its residents. This has caused the public libraries in city of Harare to rely on book donations due to lack of funding (Newsday Zimbabwe, 2011).

◆ In relation to the best model to be used, the study established that the best model for the development of public libraries in order to serve the interest of both the library and the community is through Public-Private Partnerships (PPPs). According to the Global report INFLA (2018) they states that there is need to build collaboration and partnership.

5.4 Recommendations

To enhance the proper management of public libraries and the quality of public library facilities and services and to determine the proper model to better serve the interest of the local authority, the following is what the researcher has recommended.

5.4.1 To examine the role of local authorities in supporting public libraries in Harare.

◆ The City of Harare should take full responsibility through responsible departments to ensure that funds and participatory budgets are made available so that enough books and library materials are made available for the library users.

◆ Periodic procurement of library books should have made available so as to bring new books with new edition which are relevant to the needs of the library users.

5.4.2 To assess the quality of Harare city council public libraries facilities and services

◆ There is need to construct new libraries and refurbishment of the old buildings so as to enable enough space to accommodate the ever increasing number of library users in such an environment.

◆ Staff should also be motivated so as to provide good services through continuous professional development and workplace learning (CPDWL) through training, workshops as well as payment of salaries in time.

◆ There is need for capacity building in order to strengthen the professional capacity of staff since library science is an evolving profession with new developments emerging continuously. This was supported by Kumar (2010) when he asserts that, librarians must possess reasonable knowledge on how to use electronic resources especially in the digital era or the fourth industrial revolution

5.4.3. To find out the challenges for public libraries in Harare city council.

◆ Lack of habitual readers can be overcome through marketing the library services. Libraries as an agency must communicate to library users its services via print or electronic media (Campbell, 2004). The City of Harare Public Libraries needs to engage communities through outreach programmes that are meant to sensitize ratepayers and users on the importance of sustaining public library services.

◆ The organizational structure should be made flexible so as to eliminate some bureaucratic operations which can hinder the development of public library services.

5.4.4 To identify a strategy for the city council to support public libraries.

◆ There is need to encourage PPPs. Through partnerships and networks with other libraries and related organization public libraries can be able to improve their status with regards to satisfying the information needs of the diverse library users through increasing the range of available resources (Muchen, 2001). This partnership will help to sustain the projects and also good practices will be shared between different stakeholders.

◆ The council must make sure that the community is being engaged in the planning process as well as the budgetary process of the local authority so that different stakeholders can participate in the budgetary allocations of the public libraries. The engagement of community has got its advantages because, it helps to mobilize resources from different stakeholders and sometimes it helps to strengthen the relationship between the local authorities and its residents so that they can be able to pay up their bills if they know and appreciate the importance of the libraries. The funds for public libraries comes from the revenue collection.

◆ It is recommended that City of Harare management should embark on a vigorous programme to sensitize all other stakeholders and raise their current awareness levels on what is being currently done to engage communities in the development of public libraries.

◆ To do away with the out-dated manual Brown issuing system and unavailability of internet services within libraries, Harare city council public libraries should adopt the use of new information technologies for example, integrated library management systems and digital repositories. The use of the modern technologies is seen to be appropriate in this changing information environment because these technologies promote access to information resources which are up-to-date to advance developments and productivity. However, the ability to effectively use the Information Technologies apparatus will help to efficiently access and utilize these information resources.

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LIST OF APPENDICES

Appendix 1: Questionnaires for managers

The questionnaire in which you are about to participate in is for a final year project of BSC Degree in Local Governance in the Department of Social Science at Midlands State University. My name is Fares Gurende. I am conducting a research entitled, "**Local authorities in the management of public libraries: case of Harare City Council**". All the results gathered from this questionnaire will be used solely for academic purposes. By completing and returning the questionnaire you are hereby giving full consent to use this data in this research project. The researcher would like to thank you very much for sparing your time to answer this questionnaire.

Instructions

Tick in the box where applicable.
Write or explain on the space provided.
The information is treated as confidential, so feel free to express your answers.
No names should appear anywhere on the questionnaire.

SECTION A: PERSONAL DETAILS

1. Sex: Female […]   Male […]

2. Designation: Director […] Departmental manager […] Supervisor […] Councillor […]

3. On the job experience

A. 5 years and below   […]

B. 6-10 years   […]

C. 11 years and above   […]

SECTION B: ROLES OF LOCAL AUTHORITY IN MANAGING PUBLIC LIBRARY

4. In your opinion is library management necessary? YES, or NO […]

5. To what extent are libraries included in local authorities plans and policies?

      A. Larger extent   […]

      B. Lesser extent   […]

      C. Not included   […]

6. Give reasons in relation to the answer you gave on question 5 above.

………………………………………………………………………………………………

7. Do you think library management can enhance coordination and integration of public library services? YES, or NO […]

8. Do you think the budgets made for your public libraries appropriate? YES, or NO […]

9. On your view who to be blamed on poor budgeting of the public libraries?

A. Unavailability of funds or resources […]

B. Management   […]

C. Leadership   […]

D. Organizational structure   […]

SECTION C: TO ASSESS THE QUALITY OF PUBLIC LIBRARIES

10. What library management system is in place? Do you think Town Clerk will know?

……………………………………………….

11. How do you rate the current status of public library?

A. Very good   […]

B. Good   […]

C. Fair   […]

D. Poor   […]

12. Do you think the availability of public library in City of Harare is adequate to meet the needs of the users? YES, or NO. […]

13. If the answer to the above is NO what do you think should be done?

14. Describe a situation where you initiated change?

A. Staff establishment   […]

B. Introducing use of computers in the libraries […]

C. Improvement on library policies   […]

D. None of the above   […]

SECTION D: CHALLENGES FACED BY PUBLIC LIBRARIES

15. Do you think resources in City of Harare public libraries such as books in both print and electronic form are adequate and up to date? YES, or NO […]

16. How do you rate the physical facilities in Public Library in forms of the following?

	Excellent	Good	Poor
buildings,	[…]	[…]	[…]
space ,	[…]	[…]	[…]
shelves and	[…]	[…]	[…]
seating arrangement ?	[…]	[…]	[…]

17. Does the organizational structure a stumbling block in the functioning of the public library in City of Harare? YES, or NO ……….

18. What challenges are being faced in the management of public libraries?

A. Poor funding   […]

B. Decline in the revenue base   […]

C. Political instability   […]

D. Economic challenges   […]

SECTION E: STRATEGIES TO BE USED TO SUPPORT PUBLIC LIBRARIES

19. How can city of Harare increase funding to Public library?

A. Through partnership with other organization   […]

B. Through citizen engagement   […]

C. Through proper carrying out participatory budgeting […]

D. Through donations   […]

20. Do you think partnership model can increase local authorities funding to public library?

A.YES   […]
B. NO   […]

21. If YES, what kind of partnership model do you prefer?

A. Community Led model   […]

B. Public private partnership   […]

C. Public public partnership   […]

22. Why do you prefer the strategy you mentioned on question 20 above?

…………………………………………………………………………………………………..

…………………………………………………………………………………………………..

 23. Any recommendations

………

………

……

Thank you.

Appendix 2: Questionnaires for Library Staff

The questionnaire in which you are about to participate in is for a final year project of BSC Degree in Local Governance in the Department of Social Science at Midlands State University. My name is Fares Gurende. I am conducting a research entitled, "**Local authorities in the management of public libraries: case of Harare City Council**". All the results gathered from this questionnaire will be used solely for academic purposes. By completing and returning the questionnaire you are hereby giving full consent to use this data in this research project. The researcher would like to thank you very much for sparing your time to answer this questionnaire.

Instructions

Tick in the box where applicable.
Write or explain on the space provided.
The information is treated as confidential, so feel free to express your answers.
No names should appear anywhere on the questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION

1. Sex   Female   […]   Male […]

2. Designation

A. Librarian   […]

B. Assistant librarian   […]

C. senior librarian   […]

D. Library officer Others […]

4. Qualification

A. Certificate   […]

B. Diploma   […]

C. Higher national diploma […]

D. Degree   […]

E. Others   […]

5. On the job experience (*tick in the box*)

A. 5 years and below   […]

B. 6-10 years   […]

C. 11-15 years   […]

D. 16 and above   […]

SECTION B: ROLES OF LOCAL AUTHORITY IN MANAGING PUBLIC LIBRARY

6. Do you have any policies in place for public library service in City of Harare?

A. YES   […]

B. NO   […]

7. How much registered entries does your library serve each year?

A. 200-300   […]

B. 301-400   […]

C. 401-500   […]

D. Others   […]

8. What library management system are you currently using? …………………………………………

SECTION C: TO ASSESS THE QUALITY OF PUBLIC LIBRARY

9. Are your library services automated? YES, or NO […]

10. If the answer to the above question is NO give reasons.

A. Lack of funds   […]

B. Lack of trained and competency staff for automation […]

C. Library is not given due importance by the authorities […]

11. How do you go about marketing the library and advocating for the library?

A. Fliers   […]

B. Social media   […]

C. Website   […]

D. Word of a mouth   […]

E. Mass media   […]

SECTION D: CHALLENGES FACED BY PUBLIC LIBRARIES

12. Are poor public library services being blamed for lack of proper budgeting? YES, or NO […]

13. Is the organizational structure being blamed for the poor functioning of the library?

A. YES   […]

B. NO   […]

13. What other challenges are your library facing?

A. Lacked vision   […]

B. Poor leadership   […]

C. Poor funding   […]

D. Centralized services   […]

E. Lack of habitual readers   […]

14. Are the following services available in your public library?

	YES	NO
Reference services	[…]	[…]
Lending services	[…]	[…]
Special services for the blind such as braille	[…]	[…]
Current awareness	[…]	[…]
Inter-library loan	[…]	[…]
ICT Services such as online database	[…]	[…]

15. Do your public libraries contain up-to-date resources? YES, or NO. If the answer to the above is NO, state the reasons…………………………………………………………………….

16. How often do you procure library books?

A. 1-2 years back   […]
B. 3-4 years back   […]
C. 5-6 years back   […]
D. More than 7 years back   […]

17. What type of procurement model do use to procure library material?

A. Independent model   […]

B. Collaborative model   […]

C. Centralized model   […]

18. Does your library have adequate staff? YES, or NO […].

19. If the answer is NO how many staff do u still need […].

SECTION E: STRATEGIES TO BE USED TO SUPPORT PUBLIC LIBRARIES

20. Are Harare city public libraries better funded? YES, or NO […]

21. Does your library receive funds from other sources other the city council? YES, or NO […]

22. If answer to the above is YES, what is the source

A. State funds   […]

B. Grants   […]

C. Donations   […]

D. Fines and other miscellaneous funds […]

24. What partnership model best serve the interest of the council, public libraries and the citizens?

D. Community Led model   […]

E. Public private partnership   […]

F. Participatory budgeting   […]

25. Give reasons to the above answer you give

A. Its cheaper   […]

B. Its faster   […]

C. Its easy   […]

Any recommendations

26. Using the space below can you give any recommendations concerning what can be done to improve public library services in City of Harare?

…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………
………………………………………………………………………………………….

Thank you

Appendix 3: Questionnaire for library users

The questionnaire in which you are about to participate in is for a final year project of BSC Degree in Local Governance in the Department of Social Science at Midlands State University. My name is Fares Gurende. I am conducting a research entitled, "**Local authorities in the management of public libraries: case of Harare City Council**". All the results gathered from this questionnaire will be used solely for academic purposes. By completing and returning the questionnaire you are hereby giving full consent to use this data in this research project. The researcher would like to thank you very much for sparing your time to answer this questionnaire.

Instructions

    a) Tick in the box where applicable.
    b) Write or explain on the space provided.
    c) The information is treated as confidential, so feel free to express your answers.
    d) No names should appear anywhere on the questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION

1. Sex   Female […]   Male […]

2. Age

A. 15-20   […]

B. 21-30   […]

C. 31-45   […]

D. 46 and above   […]

3. How often do you visit the library?

A. Daily   […]

B. Weekly   […]

C. Monthly   […]

D. Others   […]

4. 4. For what purpose do use the library for?

A. To fulfil my O and A Level studies […]

B. To finish of my degree   […]

C. For research purposes   […]

D. For leisure   […]

SECTION B: ROLES OF LOCAL AUTHORITY IN MANAGING PUBLIC LIBRARY

5. How do you rate the library facilities?

A. Very poor   […]

B. Poor   […]

C. Good   […]

D. Very good   […]

6. Rate the current status of the public library according to your views?

A. Poor   […]

B. Fair   […]

 C. Good   […]

D. Very Good   […]

SECTION C: TO ASSESS THE QUALITY OF PUBLIC LIBRARIES

7. How do you rate the following condition of the physical public library facilities (*tick the appropriate box*)?

Physical facilities	poor	Fair	Good	Very good
● Buildings				
● Clean environment				
● Shelves				
● Seating arrangements				
● Facilities for the disabled				

8.Does the library have internet access?   Yes, or No […]

9. If the answer is Yes. Have you ever experienced any problem in the use of internet tools? YES […]

NO   […]

10. How do you rate the library services provided by the staff?

Poor […]   Fair […]   Good […]   Very Good […]

SECTION D: CHALLENGES FACED BY PUBLIC LIBRARIES

11. What challenges are you facing when using the public library?

A. Unavailability of internet services […]

B. Unavailability of relevant books   […]

C. Poor library services by the staff   […]

12. Does public library in your area provide adequate resources?

A. Strongly agree

B. Agree

C. Disagree

D. Strongly disagree

13. Do the staff in the public library been friendly and helpful?

A. Strongly agree   […]

B. Agree   […]

C. Disagree   […]

SECTION E: STRATEGIES TO BE USED TO SUPPORT PUBLIC LIBRARIES

14. Have ever been involved to participate in the budget made for the city of Harare concerning public libraries? YES, or NO […]

15. Using the space below highlight what you think should be done to improve the library services.………………………………………………………………………………………………
………………………………………………………………………………………………

16. Any recommendations

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

Thank you

Appendix 4: Interview questions for managers

1. What is your designation?
2. Do you have adequate staff to offer library services?
3. If the answer is NO give reasons
4. What library management system are you currently using?
5. To what extent are libraries included in local authority's plans and policies?
6. Do you think the budgets made for your public libraries appropriate?
7. Is your library automated?
8. If not what are the reason?
9. What is the current status of your public libraries?
10. Is there any increase in the usage of library?
11. If 'NO' what do you think are some of the reasons?
12. How often do your public libraries being marketed to the community?
13. Does your library contain up to date material?
14. How often do you procure library materials or books?
15. When do you lastly procure library books?
16. Are the users satisfied with the services that you are offering?
17. Do you think the number of public libraries you have adequate enough to quench the need of information?
18. If 'NO' what plans do have in place increase the number of public libraries?
19. What are the major challenges that you are facing in managing these public libraries?
20. What strategies do you think can be employed to improve the way the libraries are operating?

Appendix 5: Interview questions for Library staff

1. What is your designation?
2. How long have been employed?
3. What library management system are you currently using?
4. Is your library automated?
5. If not what are the reason?
6. Is there any challenge you are facing in using the internet services?
7. What is the average number of registered entries for period of one year?
8. Is there any increase in the usage of library?
9. If not what do you think are some of the reasons?
10. How often do you market your library?
11. Does your library contain up to date material?
12. How often do you procure library materials or books?
13. When do you lastly procure library books?
14. Are the users satisfied with the services that you are offering?
15. Are you satisfied with the calibre of your management that you have?
16. If not what do you think should be done inorder to improve the library services?
17. What are the major challenges that you are facing?
18. What strategies do you think can be employed to improve the way the libraries are operating?

Appendix 6: Interview questions for library users

1. How often do you use the library?
2. For what purpose do use the library for?
3. Are you happy with the library facilities and how do you rate it?
4. Does the library have internet access?
5. Are you facing any challenge in using the internet services?
6. Are you happy with the type of services you are given by the library staff?
7. If "NO" what kind of services are you given and what services do you recommend?
8. Are the library materials or books relevant to what you are looking for?
9. Is the library material adequate and also do they contain up to date information?
10. Apart from above, what challenges are you facing when using the public libraries?
11. From the challenges you have mentioned, what do you thing should be done to leverage those challenges?