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## Vision

A national centre of excellence that preserves and disseminates information for knowledge and creativity

## Mission

To make information resources available and preserve the national imprint for use by all communities through utilization of appropriate technology

## Editorial Team

Compiled and edited by:

**Nancy Ngugi** – Senior Public Relations Officer

## Contributors

**Pancras N. Kimaru**, Nairobi Area Library

**Philomena Mwirigi**, National Library Division

**Nancy Ngugi**, Corporate Communication

**Jean Fairbairn**, EIFL-PLIP Communications

**Betty Kalugho**, Collection Development and Book Distribution

**Omar Abdi**, Resource Mobilization

**Dawn Makena**, Corporate Communication

**Dominic W. Mukhalukha**, Library customer, Kakamega

**Geoffrey Maweu**, Embu Library

**Margaret Wanjiku**, Internal Audit

**Joseph Njeru John**, Embu Library

**Lydia Theuri**, Embu Library

**Richard Wanjohi**, Meru Library

**Ibrahim Dabar Ibrahim**, Buruburu Library

The views expressed in this publication are those of the authors and do not necessarily represent the position of the KNLS Board.

For all those that have contributed to the publishing of this issue I say "Thank you so much and God bless you!" And as always let's keep the fire burning!

For 12th Issue, please send your articles, comments and feedback on past issues by end of April 2012. All articles should be sent to the Editor, [corporatecommunications@knls.ac.ke](mailto:corporatecommunications@knls.ac.ke) and/or [nancy.ngugi@knls.ac.ke](mailto:nancy.ngugi@knls.ac.ke). Remember one article should not exceed two and a half pages double space on an A4 paper.

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**P.O Box 30573 – 00100**

**Tel. 254 -020- 2725550/1, 0202158352**

**Fax: 2721749**

**e-mail: [knls@knls.ac.ke](mailto:knls@knls.ac.ke)**

**Website: [www.knls.ac.ke](http://www.knls.ac.ke)**

# KNLS in strategy to align service delivery with customer needs



The new dawn defined by Kenya's Constitution 2010 has practically placed development conscious institutions on a high gear. Implementation of the constitution has timelines that must be adhered to. That's why the KNLS Director, Mr Richard Atuti, acknowledges that in order to place the organization where it is meant to be, commitment and hard work are key characteristics that should describe the library staff. He recognizes that technology and excellent customer service will position the organization at the center of national development.

Early Childhood Education (ECD) is constantly gaining approval in Kenya. Globally, early childhood care and education has been prioritized as a foundation for later learning and development. Past associations with ECD stakeholders in some of the KNLS libraries, and the gains made as well as the anticipated Pearson Foundation's comeback is outlined in this issue.

KNLS has joined Ghana and South Africa to become the third African country to administer the International Standard Music Number (ISMN). The signing of contract in December 2011 mandates KNLS to act as the National Agency in issuance of ISMN to local artist. Like ISBN, which is a number that identifies books internationally, ISMN is a number that identifies published works of music for a given country. In this issue, you will read more about the type of music that is covered under ISMN.

Kenyans and other interested parties can now read about the origin, growth and development of the cooperative movement in Kenya over the last 70 years, courtesy of Mr. Silas K. Kobia, KNLS Board Chairman. The book is titled "The Co-operative Movement in Kenya: Challenges and Opportunities." Read more and all that you ever wanted to know about the cooperative society in Kenya in this maiden book. Talking of maiden book, the first book documenting the Camel Library service in Garissa was launched by the author Herbert Ostwaid a German citizen and the KNLS Director Mr. Richard Atuti on 16th January 2012 at the KNLS Headquarters. This is a positive development towards preservation of local content.

On technology, Digital Divide Data is burning midnight oil to ensure that KNLS' information materials are limitlessly accessible. The first phase of the project, which comprised digitization of rare books, government reports, sessional papers and past national bibliographies is now complete and the process to upload the digitized materials online is ongoing. On the same wave, you can now access eLibrary USA @ the American Reference Center at the U.S. Embassy in Nairobi. This is a virtual online library with free access to 20 authoritative and up-to-date databases covering a wide range of subjects. Read about how you can access this rich treasure and register as a member.

Public libraries in Kenya need the attention of government decision-makers to be able to play their vital role in improving lives and livelihoods in their respective communities. This was resolved in a meeting in Nairobi on November 8 2011 that had been called to discuss findings of groundbreaking research into perceptions of public libraries in Kenya. In this issue you will get the link through which you can read or download the whole survey report.

KNLS staff have participated in various study tours across the globe and they have highlighted key lessons learnt. Inside this issue also read about how a school drop out has ignited his childhood dream of becoming the best farmer through disciplined self-reading at the KNLS Kakamega Library. Various activities that are being implemented in some branch libraries with a view to promote a positive reading culture among their communities are shared in this issue.

In today's global economic environment, identifying, managing, and exploiting risk across an organization has become increasingly important to the success and longevity of any business. Get enlightening insights on institutional risk assessment and the benefits and opportunities gained.

Total Quality Management (TQM) is a business design that puts customer satisfaction as an organization's highest priority. However, in a service organization like KNLS, TQM can be a tricky undertaking. You will learn some suggested principles that might be used in the implementation of TQM in libraries.

Today's global economy has created diverse choices and organizations can no longer afford to "just do enough" to ensure customer satisfaction. You don't just want people to say "thank you" for your service but you want them to say "WOW." Some of the factors that make people say "WOW" are highlighted in this issue.

A straight talk about a day in the life of a KNLS librarian at the branch is candidly recorded for purposes of appreciating the challenges they face and may be provoke someone to suggest possible solutions. Office gossip and the damage it can cause, and suggestions on how to stop a gossip are also discussed in this issue.

She believes in knowledge and information as key determinants in human development. This is what motivates LEO The Movie Film Director in her online campaign Jaza Maktaba that is an appeal to all well-wishers to donate books for KNLS Buruburu library. Much more will unveil as you read on!

*Nancy*

# KNLS is airborne, get on board or be forgotten!



KNLS Director, Mr Richard Atuti

“The new constitutional dispensation has no room for indecisiveness and laxity. You are either on board as the organization moves to higher heights or you will be left behind!” This was said by the KNLS Director, Mr. Richard Atuti when he addressed the library staff during the Maktaba Welfare AGM in December 2011.

While commending the staff for the achievements realized in the year, Mr. Atuti encouraged them to move ahead of times especially in the area of technology if they have to remain relevant in the provision of timely, relevant and accessible information to the public. Mr. Atuti reminded the staff that Kenya’s Constitution 2010 has outlined information as a right for all, and the library being a key vehicle in the dissemination of information to the Kenyan publics must ensure that the needed information is available.

Public libraries must not be the better option when it comes to provision of quality, relevant and timely information, but they must be the only option. Public Libraries are not competing with the cyber cafes as they provide much more than what one can get from a cyber. They are social places open to all members of the public irrespective of gender, race, education/economic background, political affiliation etc.

Hence they directly contribute to promotion of national cohesion and social inclusion. People do not only come to read, send emails or do assignments at the library. They come to touch base with their peers; children have story telling sessions; renowned authors give book talks to students and other people interested in their books; various talks/lectures on topical issues are organized with the help of experts in the respective fields plus much more.

Mr. Atuti emphasized that automation of library services is one of the key performance targets this financial year and the progress was on course. He emphasized that KNLS has managed to develop strong partnerships with development agencies and donor organizations to help in fast-tracking the automation of library services through out the KNLS network.

He urged the staff to take customer service seriously and ensure that library customers are served beyond their expectation. He wished the staff a Merry Christmas and a prosperous new year 2012.

## Buruburu library bags Public Library of the Year Award

By Nancy Ngugi

KNLS Buruburu Library won the 2011 Maktaba Award (Public library category) that was previously held by Nairobi Area Library. The overall winner was the Kenya National Archives and Documentation Services.

An elaborate digitization project by the National Archives placed the institution a notch higher than the other players. Other winners included: USIU in the academic category, Oshwal Academy Nursery school in the school library category, Amani Kibera Community library in the Community category and Kenya National Archives and Documentation Service in the Special category.

Maktaba Award 2011 was organized by Goethe-Institut Kenya, the Jomo Kenyatta Foundation and the Kenya Library Association and presented to the winning libraries on 16th September at the National Museums of Kenya auditorium.

*The Award aims to inject more professionalism, creativity and innovation in the library scene in Kenya.*

The annual award aims to recognize excellence in the provision of library and information services in Kenya. The Library of the Year Award comes in the form of a cash-prize of Ksh. 250,000/=, books, a trophy and a certificate.

The event provides a forum for all libraries to compete in different categories where excellence, innovation and creativity are recognized and rewarded, with the overriding goal of ensuring Kenya has modern, well-equipped and user-friendly libraries manned by well-trained librarians and information professionals.

The Award aims to inject more professionalism, creativity and innovation in the library scene in Kenya. A total of 70 libraries participated in the 2011 award competition in different categories. This project is modeled on the German Library of the Year Award. Kenya is the first country in Africa to introduce an annual national award for libraries.



Children reading in leisure at the Buruburu Library

# New partnerships pay off in nurturing early reading

I feel compelled to make my contributions on the above article, which appeared in the Kenal news, Issue 10, July 2011 on page 4. The entry of Pearson Foundation into the list of KNLS partnerships to support Early Childhood Education (ECD) is a move to the right direction particularly in our endeavor to nurture early reading habits. This partnership should be fully supported, as it will assist KNLS to achieve long-term impact in transforming the society. Actually, some of our branch libraries have had a working relationship with ECD stakeholders for quite sometime and have realized tangible benefits. Since early 90s

*Pancras N. Kimaru, NAL*

At the Laikipia library we established an ECD corner where all relevant materials were kept and the same would be exhibited at the ASK show and at other relevant forums. The library became a recipient of Bernard Van Leer Publications, a well renowned foundation, based in Holland, specializing in ECD matters.

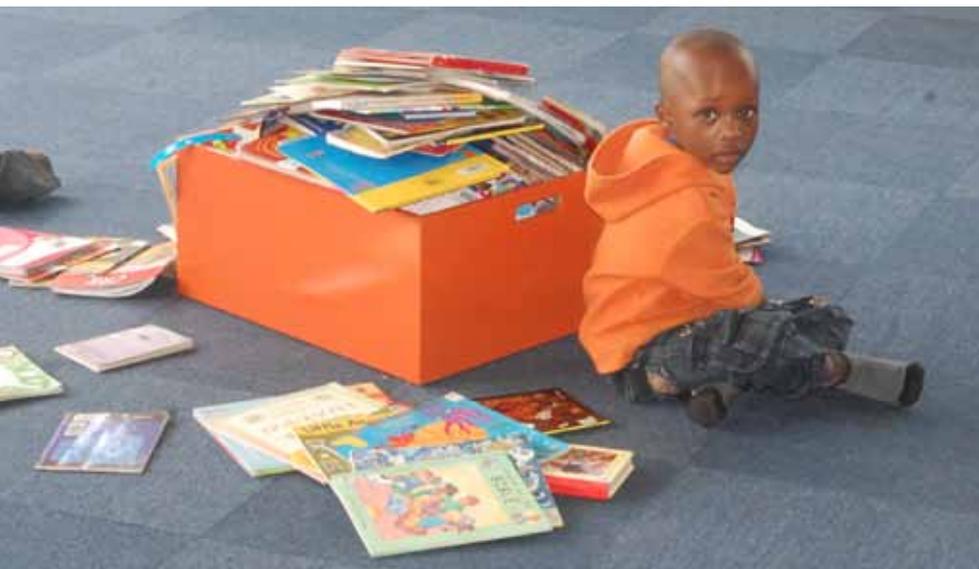
Staff empowerment: ECD workshops and seminars were organized for Laikipia library staff, who were equipped with knowledge and skills in this field. I recall one staff who became so excited and enrolled for

Laikipia library were mainly a product of Laikipia Library/Laikipia Dicece partnership. These include:

1) Rumuruti Community Library: The present building hosting Rumuruti library was initially an ECD center. Through our joint educational tours with the DICECE Program Officer, the Community through, Rumuruti Town Council granted KNLS the building and the entire plot where it sits. Of interest to note is that the building was a beer hall before converting into an ECD center. During the plot handing over ceremony, the community through their leaders expressed a need to develop a model ECD center, as phase two of the project. This has however not been achieved to date. The entry of Pearsons seems to respond to an old dream/vision of this rural community.

2) Munyu and Timau Community Libraries: The catchment area for the Laikipia Dicece Programme Officer extended beyond the district administrative boundaries. He would cover parts of Nyeri and Meru Districts and in all his meetings he would request to be accompanied by a library staff. It is the impact of these meetings that prompted the communities to offer facilities for the establishment of community libraries in the respective areas.

It is important to note that the window through which people see the public library is its impact in transforming the society as they participate in activities and programs that contribute to social and economic development. Libraries should provide the necessary lubricants to remove any friction that prevents the wheels of development from rotating smoothly. These lubricants can only be found in information resources. But how early can you introduce library and information services to the members of the community to ensure sustainability of a positive reading culture? The answer lies with ECD since this introduces early reading habits from 'o' age. The onus is with the branch library managers to seek partnerships with various players so as to establish ECD sections in their libraries.



*An early reader at Buruburu library*

Laikipia library formed an informal partnership with the Programme Officer, District Center for Early Childhood (DICECE), a department of the Ministry of Education, which supervises ECD programs at the district level. This relationship had a series of benefits to Laikipia library such as:

Publicity: The ministry of education would always invite our staff to accompany their officers to the field where they would give us opportunities to talk about the library. This brought us very close to parents, school management teams, NGOs and all ECD stakeholders. Our staff would use such forums to campaign for library projects and development.

a one year ECD certificate course at Samburu DICECE. The branch librarian would also be invited as resource person in various workshops to talk about information resources for an ECD center. He was sponsored by the local ECD stakeholders for a tour of the National Center of Early Childhood Education Library (NACECE) at Kenya Institute of Education (KIE) to familiarize himself with the standards of an ECD resource center so as replicate the same at the branch.

Library expansion: A major achievement accrued to this partnership was the library expansion program under the Laikipia library. The community libraries opened through

## KNLS becomes national agency for International Standard Music Number (ISMN)

By Philomena Mwirigi

KNLS has signed a contract with International Standard Music Number Agency in Berlin. The signing of contract mandates KNLS to act as the National Agency in issuance of ISMN to local artist. KNLS now becomes the third country in Africa after Ghana and South Africa to administer ISMN. Like ISBN, which is a number that identifies books internationally, ISMN is a number that identifies published works of music for a given country. The ISMN is used to identify publications of notated music, whether available for sale, hire, gratis or copyright purposes only. The ISMN is not targeted at sound or video recordings (except in the rare case as listed below).

Items to be numbered include:

- Scores
- Miniature (study) scores
- Vocal scores
- Sets of parts
- Individual parts, available separately
- Pop folios
- Anthologies
- Other media that are an integral component of a publication of notated music (e.g. a tape recording that is one of the <part> of a composition)
- Song texts or lyrics published with the notated music (if available separately)
- Commentaries published with the notated music (also available separately)
- Song books (optional)
- Micro-form music publications
- Braille music publications
- Electronic publications of musical notations

ISMN must also be allocated to each constituent part of a publication, which is separately available. Individual sound recordings are identified by the International Standard Audiovisual Number (ISAN).

## Digital project enhances automation prospects

Digital Divide Data (DDD) is digitizing KNLS documents in a bid to keep pace with changing technology. The first phase of the project, which comprised digitization of government reports, rare books, sessional papers dating back to 1948 and past Kenya National Bibliographies is complete. Digital Divide Data (DDD) undertook the project last year.

With this new development, National library will avail the digitized materials to the public through a web-based software, which is able to provide access to digitize information materials stored in a remote digital server. Talks are going on with key partners to ensure that the digitized information is uploaded online as soon as possible.

This will enhance accessibility of the information materials by a wider clientele and also help the library to effectively control use of library materials to avoid copyright violations and piracy issues. Digital Divide Data Kenya Managing Director, Amolo Ng'weno, says that this will also increase efficiency and significantly reduce costs.

KNLS will no doubt add value by providing unlimited access to rare books, government reports and the national bibliographies, as the partners map out the next phase of the project.

## Champions to raise awareness on role of libraries

By Jean Fairbairn, EIFL-PLIP Communications

Librarians in Kenya are to form group of library 'champions' who will raise awareness – especially among government decision-makers – about the vital role that public libraries play in improving lives and livelihoods in their communities. The decision to form the group follows a lively meeting in Nairobi on November 8 to discuss findings of groundbreaking research into perceptions of public libraries in Kenya. Forty government officials and library leaders took part in the meeting, which was co-hosted by Kenya National Library Service and the international NGO, EIFL (Electronic Information for Libraries). The research found that high numbers of librarians in Kenya reported that libraries are providing information on important issues, including health (65%), use of e-government services (60%), information on agriculture (59%), financial and investment news (63%), employment searches (54%) and information on starting a business (37%).

However, the research also found that library users, government officials and librarians in Kenya all believe libraries are under-funded and do not have enough Internet-enabled computers to meet users' needs. Discussion at the meeting was intense. Topics included how public libraries can use digital technology – including computers, the Internet and mobile phones – to contribute to community development. Participants also discussed the challenges facing small rural libraries in Kenya, and what librarians can do to convince the government to increase library funding. "The research reinforces what we are already experiencing in Kenya," said Mr Richard Masaranga Atuti, KNLS director.

"Our public libraries are playing an important role in communities, especially when it comes to agriculture, local economic development, youth empowerment, social cohesion and the provision of health information. And we can and must do more," he said. The Kenya Library Association and KNLS are to identify librarians from different parts of Kenya who have a passion to promote and market libraries.

The library champions will work throughout 2012 to raise awareness about the good work that libraries can do – especially when well-equipped with digital communication technology. The meeting attracted international and national media attention, including print, TV and radio. A total of 17 journalists, from KBC, NTV, the Daily Nation, The Star, the BBC, the Standard newspaper and other media outlets covered the event. The research, titled Perceptions of Public Libraries in Africa, was commissioned by EIFL and conducted by the international market research company, TNS RMS, which has a base in Kenya.

In addition to Kenya, research was conducted in Ethiopia, Ghana, Tanzania, Uganda and Zimbabwe. To read the full report, visit <http://www.eifl.net/perception-study>.

## New book on growth of Cooperative Movement in Kenya

Kenians and other interested parties can now read about the origin, growth and development of the cooperative movement over the last 70 years, courtesy of Mr. Silas K. Kobia, who is also the Chairman of the Board of KNLS. The book titled *"The Co-operative Movement in Kenya: Challenges and Opportunities"* is a fitting tribute to the indomitable spirit of the ordinary member of a co-operative society in Kenya.

The Author appreciates that although agriculture is the bedrock of the economy, the co-operative society is the supporting pillar, the "barometer" of the pace and heartbeat of the country's economic performance. This book (published in 2011) is described as the first of its kind and it is a record of the path that co-operatives have survived to emerge as the key pillar for community and national development.

By Nancy Ngugi



The book examines the challenges facing the co-operative movements and also proposes pragmatic solutions on how they can be addressed. The author explains that this book is a fulfillment of a dream that has been kept alive by his long association with the co-operative movement, having been introduced to become a mem-

ber by his late parents as a minor, and later to become the Chief Executive Officer of the Kenya's co-operative insurer, the Co-operative Insurance Company.

The book is recommended for policy makers, co-operative leaders, scholars and community based organizations. Individual members and other organized groups like the popular "chamas" will also gain great insights on how they can transform into profitable and wealth creation groups. This book is a must read for everyone desiring to make sustainable development within communities.

This achievement could not have been realized at a better time than when Mr. Kobia is the Chairman of the institution charged with provision information and library services to the public in Kenya. This is leadership by example! Bravo Mr. Kobia for taking the bold step!

## Kiswahili book on KNLS Camel Library Caravan "Gellow" launched

The first book documenting the Camel Library service in Garissa was launched by the Author and the KNLS Director Mr. Richard Atuti on 16th January 2012 at the KNLS Headquarters. *Gellow* which means *msafara wa vitabu* was written by Herbert Ostwaid a German citizen, edited by Susan Sculll-Carvalho and translated into Kiswahili by Sarah Radoli.

The book whose primary audience is the children has very captivating cartoons emphasizing on how the camel takes the library services to children and members of the community in and around Garissa. The cartoons have been drawn by Alfred Muchilwa who is an artist in one of the leading media houses.

The book has an interesting story about the activities of the KNLS Camel Library Service in Garissa. Herbert who came to Nairobi in 2008 as a journalist, was mesmerized when he encountered the KNLS Camel Library Caravan in his line of duty. As he followed it to its destination, he was deeply impressed by the enthusiasm with which the children used the books delivered to them by the camels and he decided that the activities had to be documented in a book for everyone to read.

During the launch, the KNLS Director, Mr. Richard Atuti lauded the author and the entire team that had worked so hard to realized the production of the book. He termed this as a positive contribution in development of local content. The Director, who said he had already read the book, was very impressed by the clarity and simplicity of the lan-



*The camel mobile library*

guage, which he said would make it easy for the children to understand and relate with. "This will definitely promote the culture of reading among the children in North Eastern. When we make it simple and interesting for people especially the children to read, implementation of Vision 2030 programmes will become smoother and interesting since they are all anchored on knowledge" said Atuti.

The editor Susan Susan Sculll-Carvalho, shared the same sentiments and stressed that "development will not only depend on the number of the superhighways that we can make, but on the number of children we can develop through reading." The publishing of the book by Jacaranda Designs was sponsored by the Rotary Club of Freyung-Grafenau. (See also Page 24)

# Embassy launches eLibraryUSA

*Database features a wide range of subjects including sciences, arts and humanities, business and management, English language, environment, HIV AIDS, health and wellness encyclopedias and dictionaries*

You can now access eLibraryUSA @ the American Reference Center at the U.S. Embassy in Nairobi. This is a virtual online library with free access to 20 authoritative and up-to-date databases covering a wide range of subjects including sciences, social sciences, arts and humanities, business and management, over 20,000 e-books, English language learning materials, environmental information, a teacher reference center, authoritative information on HIV AIDS, teen health and wellness information, science databases for children, encyclopedias, dictionaries, and much more.

Much of the information is provided in full text and covers diverse formats including text, video and audio. The eLibraryUSA is free to anyone who is at least 17 years old and becomes a member of the American Reference Center. Membership in the American Reference Center is free of charge. Members of the American Reference Center will receive a password to use the eLibraryUSA that can be accessed from anywhere. eLibraryUSA is also available at the American Corners in Kisumu at the Kenya National Library Service, Lamu and Mombasa. For information on becoming a member of the American Reference Center call: 20-363-6439 or email: ircnairobi@state.gov

## What does eLibraryUSA include?

For businessmen and women and university students

- Business Source Premier - the industry's most used business research database, providing full text for more than 2,300 journals, including full text for more than 1,100 peer-reviewed titles. This database provides full text back to 1886, and searchable cited references back to 1998.

## For university faculty and students

- Academic Onefile - provides access to over 42 million magazine articles going back to 1980.
- CQ Global Researcher – includes reports covering the most current and controversial global issues of the day, from 1923 to the present.

## For secondary and university students

- ebrary – includes full-text collection of over 20,000 eBooks in English. Covers a wide range of topics, including sociology, psychology, history, political science, medicine, language and literature, philosophy and religion, education, business, the hard sciences and more.
- Encyclopedia Britannica – provides a basic introduction to over 75,000 different topics.
- English Language Learner - this multi-purpose information resource is designed for middle/high school students and those who are new to the English language. ELL Reference Center will help English language learners to succeed academically and in everyday life by providing assistance as they conduct research, build their background knowledge and develop study skills.
- Film Makers Library Online - provides award-winning documentaries with relevance across the curriculum—race and gender studies, human rights, globalization

and global studies, multiculturalism, international relations, criminal justice, the environment, bioethics, health, political science and current events, psychology, arts, literature, and more. It presents points of view and historical and current experiences from diverse cultures and traditions world-wide.

- Global Issues in Context - offers international viewpoints on a broad spectrum of global issues, topics, and current events. Featured are hundreds of continuously updated issue and country portals that bring together a variety of specially selected, highly relevant sources for analysis of social, political, military, economic, environmental, health, and cultural issues.
- GREENR- the Global Reference on the Environment, Energy, and Natural Resources -focuses on the physical, social, and economic aspects of environmental issues.
- LitFinder - is a repository of full-text literary works, including around 150,000 poems, short stories, plays and speeches.
- HIV RAP - offers a multimedia guide to HIV/AIDS awareness and prevention. It includes information on HIV testing and dealing with the realities of living with HIV and AIDS.
- Teen Health and Wellness - provides teenagers and pre-teens with straightforward information about such topics as diseases, drugs and alcohol, nutrition, mental health, personal finances and more.

## For youth

- Encyclopedia Britannica for Kids - perfect for students eight years old and above, this resource includes thousands of images, videos, animated timelines and of course, encyclopedia articles. It also has learning activities for English and language arts, mathematics, science and social studies.
- PowerKids Life Science - is a content-driven, visually stimulating, and media-rich online science resource specifically designed for learners in grades 3 to 6.  
For teachers
- Middle Search Plus - contains full text for more than 150 popular middle school magazines. All full-text articles are assigned a reading level indicator (Lexiles). Full text is also available for thousands of biographies and historical essays. Additionally, Middle Search Plus contains primary source documents including Essential Documents in American History, reference books including the Funk & Wagnall's New World Encyclopedia; American Heritage Dictionary, 4th Edition from Houghton Mifflin; Encyclopedia of Animals™; and thousands of relevant photos, maps and flags.
- Teacher Reference Center – includes articles from 280 journals on assessment, best practices, continuing education, current pedagogical research, curriculum development, elementary education, higher education, instructional media, language arts, literacy standards, school administration, science & mathematics, and teacher education.

# In Germany it's a devolved library system

By Betty Kalugho

The devolved system of government outlined by the Kenyan constitution requires that while some of the services remain at the national level, will devolve to the county level in 47 counties. The unique structure of the public library service in this country therefore necessitated the PS in charge of libraries, Dr. Jacob Ole Miaron to go on a study tour of the Federal Republic of Germany which has a well established devolved public library service. Goethe-institut facilitated the study tour from 23rd-28th October 2011 and it was organized by the German Library Association and Library & Information International. The PS was accompanied by Mr. Stephen Mau, Ag. Director of Library services in charge of government department libraries and Ms. Betty Kalugho, Senior Librarian at KNLS.

The objective of the study tour was to give the Kenyan delegation an insight into the administration of public libraries in a devolved government. This information was meant to help Kenyan policy makers to decide how best to structure the Kenyan library landscape in view of the devolved system in line with the new constitution. The study tour involved visits to libraries, library events and meetings with German library policy makers.

Germany comprises of 16 federal states that have independent areas of jurisdiction. Libraries are administered at the national level, state level and regional and community level.

## National library

The German National Library is a Federal institution with legal capacity under public law (German National Library Act of 2006). The law regarding the German National Library defines the tasks, obligations and bodies of the Federal institute.

## Public libraries

There is no "library law" in Germany but some branches of the German Library Association are endeavoring to initiate library legislation at state level. Expenditure on locally and federally-funded libraries is covered by the overall

state revenue. The allocation of expenditure and income resources is determined on an annual basis by parliaments and recorded in the state budget plans. State Libraries receive 75% of their funds from a foundation funded by the Federal government. Public libraries collect non-fiction, scholarly works from all subject areas, vocational training materials, reference works of all kinds, journals, newspapers, literary & leisure fiction, books in languages of major non-German ethnic groups. A number of libraries have established art and graphics libraries, music libraries offering access to sheet music and other materials.

## State and regional libraries

The state and regional libraries generally have one main library, which has several branches both stationary and mobile within their areas of jurisdiction. Most of them have library development plans, which define standards and give guidelines on cataloguing, information technology systems, apprenticeship, projects etc. Libraries in each region develop their own legislation because there is no universal legislation from the Federal government. Several federal states in Germany have more than one older regional or state library while others have none at all. In such cases, the university libraries perform the appropriate regional duties in addition to their regional functions as a double mandate.

German towns, municipalities and administrative districts maintain over 600 public library locations and are responsible for over 2000 school libraries and resource centres. Regional libraries have a clear mandate to provide literature covering all fields. They are responsible for providing basic literature and media services to the public at large. Their chief mission is to collect, archive, catalog and index printed literature about the region itself and make it generally available. Libraries in a region are highly inter-linked and are able to share materials, information, and functions like cataloguing and inter-library lending.

## ISMN/ISBN meeting held in South Africa

By Philomena Mwirigi

ISMN and ISBN annual general meeting was held this year in Pretoria South Africa FOR four days from 13th -16th September 2011. The fifty five (55) African countries are divided into five (5) Sub-regions namely West Africa, Southern Africa, Central Africa, East Africa and North Africa, and they were represented by nineteen (19) countries in the ISBN general meeting. With respect to various emerging issues (common to African countries) outlined during the ISBN meeting, the following resolutions were made:

- To setup a vibrant ISBN African

Regional Model like other Regions for meetings, trainings and discussions.

- That the International Agency should conduct more trainings/workshops for African Countries.
- To improve Networking and Resource Sharing.
- Implementation of PIID Database for Africa Region.
- Implementation of Books-In-Print Project.
- That adequate security should be given to protect the generation of numbers online in line with peculiarities to Africa.

- To improve publicity and awareness on ISBN.
- To encourage African representation on the Board of ISBN.

The ISMN meeting on the other hand involved ceremonial act of signing of the contract between the National Library of South Africa and the International ISMN Agency. South Africa was the second country to sign ISMN contract after Ghana. The meeting also presented an opportunity for KNLS to showcase the need to get the mandate to issue ISMN to local artist. This requested was approved pending the signing of the contract with the ISMN Agency in Berlin.

# Libraries and community centres in Denmark: The nextlibrary experience

*The libraries are more of social spaces that connect people and create widespread network between communities.*

Denmark, just like the rest of Scandinavian countries has some of the most elaborate and advanced libraries and community centres in Europe – the nextlibraries model. My weeklong visit to libraries and community centres in Denmark cities revealed an exciting experience that many librarians would wish to be replicated in their country. Libraries in Denmark have been turned into community meeting points and cultural integration centres that promote all spheres of development in a sustainable way.

The libraries are more of social spaces that connect people and create widespread network between communities. Most libraries have large seating space with free Internet connection for meeting, studying and networking. They have embraced the concept of mobile technology and many users are able to reserve a book, download or request for any given title from the comfort of their homes and places of work.

Self-service is widely used across the libraries in the Denmark. Registered members can walk into the library to borrow or return a book without the help of the librarian. This gives the user control over his/user actions and purposes for visiting the library. "It is all about enhancing convenience and empowering the users to assist themselves with or without the presence of the librarian" says Lunda, a librarian in Aarhus library.

The major learning lesson for most of the participants during the Nextlibrary 2011 was in the area of partnerships. The participants

*By Omar Abdi*

from over thirty countries were taken through how the Danish Agency for Libraries and Media as well as public libraries such as Aarhus are building the library infrastructure through partnerships and collaboration. The conference was unique in the sense that many participants were requested to take part in the development of critical activities and co-create an event that is open to all.

This initiative gives birth to creativity and many librarians from different parts of the world were able to share their innovations in a way that fascinated and opened the minds of their colleagues. Another interesting issue to note was the creation of Urban Media Space by the Municipality of Aarhus and the massive plan aimed at enticing world community to come and learn, work and develop in Aarhus. The Aarhus library is central to the development of the Urban Media Space and the city is becoming the cultural and learning city of Denmark.

The media space will be the new main library. It is intended to provide the youth and the larger society with experience and opportunities for learning, activities and contemplation. Once the mediaspace complex structure is complete and functional, the users can borrow books and other media, attend talk shows and events and make use of analogue and digital media offers. In addition, the library has citizens' service centre which provides guidance on all the services provided by the city municipality. The citizens services can help one apply for daycare job, register

change of address, apply for new national health insurance card or even pension. In other words, the library is one stop shop for all services required by the members of the public in the City.

Other facilities include meeting rooms for project discussions or other creative activities such as group brainstorming, live meetings and social group deliberations. In the plan, the library has a lab for experimentation.

Others are play room, café, multipurpose hall, children and family section, reading room, oasis and living room, study cells and letting room. The relocation of the library from the city centre to the prestigious seafront is a manifestation of how libraries and community centres are priority for the people and the leadership in Denmark.

During the conference, many librarians from Europe, Asia and America were able to present their models and how libraries in their countries are becoming agents of community change. The visit revealed to us endless opportunities and options that are available to transform our society through library programmes and activities.

It was clear librarians need to view themselves as resource persons and that libraries are a space that connects people. It is time to change the mindset of those who think that a library is a collection and dissemination place that is only open to those who are interested to use. For libraries to make sense to the people they must incorporate activities that are central to the development of communities.

# International Network of Emerging Library Innovators (INELI)

*By Dawn Makena*



*Maori dancers during the opening of the Lianza conference*

In October, I was privileged to be selected from a worldwide list of applicants for the International Network of Emerging Library Innovators (INELI), which is part of the Bill and Melinda Gates Foundation's Global Libraries programme.

The Director was invited to support me and other delegates as we embark on a two-year programme of learning and conducting international projects. The first convening took place between 26th October and 30th October in Wellington, New Zealand and segued into the Lianza Conference from 30th October to 2nd November. The Global Libraries initiative (GL) of the Bill & Melinda Gates Foundation underscores that the most effective way to ensure that emerging library leaders don't act with yesterday's logic is to provide them with opportunities to connect with each other, to explore new ideas, to experiment with new services, and to learn from one another.

This will result in a network of leaders from around the world who have a shared vision of what public libraries in the twenty-first century can and should be and have the skills they need to implement that vision in their respective countries. The eighteen participants who have been invited to be a part of the first cohort of the International Network of Emerging Library Innovators come from sixteen different countries, representing five continents.

They are quite diverse in their backgrounds and experience, but they all share a passion for public libraries and the life-changing services they can and do provide. The li-

braries and organizations for which they work are also very diverse. Some are quite small, and others are very large. Many are urban, while others are suburban and/or rural. Over the next two years, as network participants, they will:

- Collaborate with others to improve library service by completing a project relating to innovative public library services
- Share the results of their collaborative projects with the library field through presentations, publications, blogs, webinars, etc.
- Create and implement individual self-development plans to enhance their leadership and innovation skills
- Participate in an online learning community designed to support their collaborative efforts and help them to develop the skills and attitudes needed to be effective innovators
- Participate in three convenings during which they will visit innovative libraries, share information about their collaborative projects, and hear from innovative librarians from around the world
- Gain an understanding of issues facing public libraries in other countries
- Actively engage in national or international library organizations
- Work with others to design and/or present training programs designed to promote innovative public library services in their countries.

Each of the network participants will be supported by a sponsor from his or her country who will serve as an advisor and coach. The collaborative teams on which the participants will be serving will be working with a mentor who has extensive library experience and has been active internationally and/or in his or her own country.

The diversity of the cultures was totally amazing especially the rich culture of the Maori people. They take great pride in their culture, which attaches great value in people and peaceful coexistence.

*Each of the network participants will be supported by a sponsor from his or her country who will serve as an advisor and coach*

## World Library And Information Congress: 77th IFLA General Conference and Assembly held

By Dawn Makena

The 77th IFLA conference was held in San Juan, Puerto Rico from 13th to 18th August 2011 with the theme "Libraries beyond libraries: Integration, Innovation and Information for all." I accompanied the Director to this conference and it was a great learning opportunity. It was very encouraging to learn that libraries throughout the world are experiencing similar challenges. However, the difference is in the kind of strategies that have been embraced to find workable solutions. Key among the interesting sessions we attended were:

- Developing collections in hard financial times: proactive collaboration, balancing e-resources vs. print, low-cost options and alternative resources, fee resources... — Acquisition and Collection Development Section
- Can we keep up with the changes or are the children our teachers? — Libraries for Children and Young Adults Section
- Rethinking the role of public libraries
- Strategies for managing digital library resources — Library and Research Services for Parliaments

- Vision 2020: innovative policies, services and tools — Management and Marketing Section with Academic and Research Libraries
- Libraries – A force for change
- Africa libraries, not just place but interface — Africa Section
- Applied knowledge management: a panorama of success stories & case studies in libraries and lessons learned — Knowledge Management Section
- Student access to new and emerging technologies — School Libraries and Resource Centres Section

It was evident that there is need for librarians to change their focus from content and collection development to how libraries engage with their users in a digital age as well the need for co-creation. The nature of information itself has changed and it is not just created by experts in text and other formats, but library users are now engaged in the process of content creation and this creates a sense of ownership and increased value. It was interesting to learn that public library leaders around the world are facing unprecedented challenges, and this turbulent environment offers

a unique opportunity for them to re-define what a public library means. This experience was truly inspirational and I am continuously challenged by Peter Drucker's saying "the greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic."

Kenyan delegates felt greatly honored when a local NGO scooped the prestigious ATLA award during the conference. The Bill & Melinda Gates Foundation presented its 2011 Access to Learning Award of \$1 million to the Arid Lands Information Network (ALIN), which provides knowledge and information through a variety of innovative channels in remote communities throughout Kenya, Uganda, and Tanzania. Members of these communities use the technology and other tools at ALIN's Knowledge Centers to gain information to improve their health, increase their incomes, and better their lives. "It is indeed a great moment for ALIN and the hard work has surely paid off" Mr. Nguo, the ALIN Director said. He shared that they had submitted applications for three consecutive years without success but they were determined so they kept addressing the gaps and improving their services.

## Community reading tent held at Tarbaj

By Omar Abdi

Tarbaj trading centre in Wajir County was the venue for a major Community Reading Tent coordinated by the Tarbaj Librarian, Abdirizack S. Ismail on 24th September 2011. The ceremony was presided over by the District Commissioner. The event's theme was: "Reading for Empowerment." The Librarian, with support from local administrators, officers from Ministry of Education, and local leaders mobilized community members who turned up in big numbers for the event. The local Save the Children Office also contributed generously towards the success of the event. Local resource persons gave talks touching on topical issues on social well being of the community and children rights.

Speakers encouraged the community to cultivate a culture of reading and information seeking for their own growth and development. "It is through reading that people learn about their development issues, said the librarian, Mr. Abdirizak. The District Commissioner urged parents to invest in their children's education and reading to



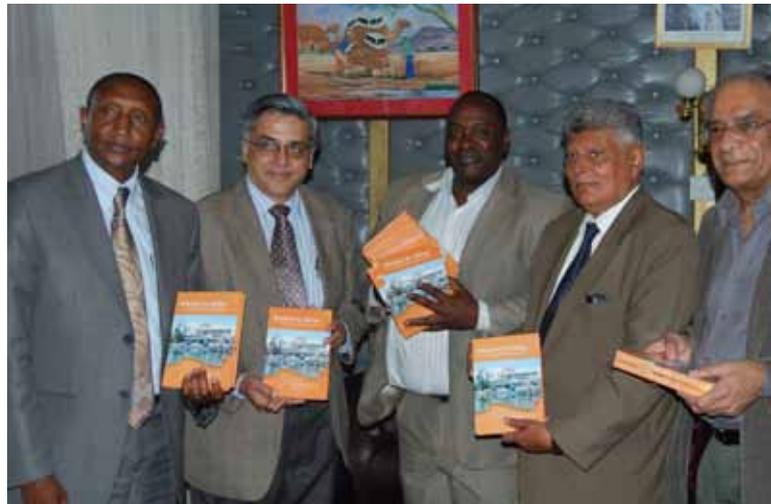
Members of Tarbaj community turned out in large numbers for the reading tent

enhance development in the community. "Your animals may be wiped out by drought like the current one, but no drought can rid you off your acquired skills" said the DC.

Personnel from different Government Ministries and Departments gave presentations on topical issues such as water harvesting and irrigation, sanitation, livestock rearing, entrepreneurship and peace building as factors that could improve the lives of the people in the arid region.



The ground breaking ceremony for the construction of the proposed Kepkelion Community library



Members of the Hindu Council of Africa when they presented book donations to the KNLS Director (far left)



Monika Elbert of EIFL receives the Public Library Perception report from Geoffrey Kimani of Research & Insights while KNLS Board Chairman, Silas Kobia and Richard Atuti KNLS Director look on



Members of the public in one of the lectures on topical issues at Buruburu library



INELI participants



NAL Book club members engage in entertainment activities



KNLS Mombasa ASK show stand provided a hang out joint for children



Guests at the KNLS stand at the Nairobi International Book Fair



Richard Atuti, KNLS Director (center) with Shauna of Bill and Melinda Gates Foundation and a participant during INELI meeting in New Zealand



Musician Nameless chats with junior library users at the Meru Library when he and other artists visited the library



Buruburu staff during a team building exercise



Young readers enjoy reading at a KNLS library

# Primary school dropout rebuilds dreams through reading at Kakamega Library

*The story of Domininic W. Mukhalukha, Library customer, Kakamega*

Growing up in Isongo Sub-Location of Mumias District, Domininic Wetoto Mukhalukha (right) was quite brilliant in school. However, jealous family members influenced my father against paying for my secondary school fees and also rejected any assistance towards my education. Thus, my dream of making the best farmer started fading away on the realization that education was a requirement for me to achieve my desired goal. At the time, my father could have passed for an affluent man having 6 acres of sugarcane, 10 cows and two plots on which he had erected shops. Undeterred in pursuit of my childhood dream, and with full understanding that knowledge is power, I made several applications to several libraries both in and outside Kenya to be given a sponsorship for membership so that I could increase my knowledge through reading. When I applied to Kenya National Library Service - Kakamega, my request was granted. Since then, I have been using the library materials wisely taking proper care of the information materials loaned to me as per the library rules.

To excel as the best reader I made a proper study guide and every Sunday I spend the whole day reading books from sunrise to sunset and sometimes extend till late at night. From Monday to Friday I read from 6.30 am to 9.30 a.m. Thereafter I perform routine work in the garden and exercise the skills and knowledge gained in books up to lunchtime. After a break of about two to three hours I go back to read from 3.00pm to 9.30pm before retiring to bed.

This daily practice has enabled me to excel and perfect my farming techniques, which I have learnt through reading. Every Thursday of the week I visit the library to return books and get others for my next study. I read books actively with the understanding that only quality education will enable me gain positive change in my life. Because of my wide reading, I have been a great resource to my community, where people have large parcels of land but due to lack of knowledge, they were producing poor crop yield.

As a resource to the community, I have been able to introduce interested farmers to modern farming methods. For example, I have helped Mr. Oyolo's farm in Makunga to establish half an acre of bananas by introducing him to resistant seed from a nearby agricultural KARI centre. He has consequently made me the core farm manager and we are expecting a great harvest.

Using the knowledge I gain through reading, I have been introducing new crops to farmers such as watermelons, carrots, eggplant, beetroots, mucana prurienbean for weed control and others. For a long time, the main crops in our community have been sugarcane and maize. These have been used for both commercial and also for feeding families. These alone are not sufficient to ensure healthy families let alone meeting financial needs. Hence, most people have been languishing in poverty and malnutrition. This also affects the academic performance of the children in the area since poorly fed brains cannot be agile



*Using the knowledge I gain through reading, I have been introducing new crops to farmers such as watermelons, carrots, eggplant, beetroots, mucana prurienbean for weed control and others.*

to proper learning. My appeal to students and the entire community is to take reading very seriously as it guarantees quality education and better living standards. It opens up individuals and communities to new technology and emerging opportunities.

I have fought against all odds to ensure that I access the relevant information materials. To use the library, I borrow a bicycle from a friend. Other times, I go on foot from Makunga to Kakamega library in order to acquire the knowledge that I so badly need. I appeal to the Kenya National Library and other institutions of high education to assist me in order to keep my knowledge burning by helping me to attain resourceful materials in agricultural colleges, shows and any other resource that will uplift me towards fulfilling the dream. I thank Kakamega Library for giving me an award as the best reader of the year 2011. In deed, reading has changed my life and my community.

By Geoffrey Maweu

Health care services are a global issue affecting both the developed and developing countries. Supper HCS providers like United States of America are struggling with enacting health policies to cushion and cater for the vulnerable while making it accessible to all.

In Kenya, National Hospital Insurance Fund (NHIF) want the premiums paid by workers raised to improve the quality of the HCS and make it more accessible to all. However, we know that the relationship between the Health care services provided, health care workers and the health care needs will chiefly derive its meaning from the quality of health information available.

Invest and partner with some donors in this very vital sector of our economy. The health information project aims to improve access to health information. Embu is one of the project libraries.

Undoubtedly, public libraries have a direct bearing on human health, for example, through the library services, the HCW and the general public have access to information materials which provide the much needed health information for diagnosis, testing, prescription, treatment and preventive measures. In spite of these strong signs of complementation in the two sectors (information and health), there has existed very little interaction among policy makers, health workshops organized by KNL tries to bridge. The workshops bring

## Libraries and health information needs

As the Health Care Workers (HCW) provide the critical Health Care Services (HCS) they rely entirely on the information providers to avail current, adequate and accessible health information flow on all aspects of health care services. The health conditions of citizens profoundly affect the productivity of a nation hence the HCS needs cut across all sectors of the economy. This was the basic underlying factor why Kenya National Library Service (KNLS) as an organization chose to in-

vest and partner with some donors in this very vital sector of our economy. The health information project aims to improve access to health information. Embu is one of the project libraries.

- Develop the skills of librarians to identify and prioritize the information needs of primary health care providers; and
- Train health care workers on retrieval of health care information from the libraries.

In Embu library, two librarians have been trained to help in implementation of the project. In May 2010 the health hub was set up within the library with an initial stock of about 100 health information materials selected from the existing adult section library stock plus electronic sources donated by Healthlink Worldwide ([www.healthlink.org.uk](http://www.healthlink.org.uk)).

The library has received goodwill from the community and a donation of books and electronic sources by a local philanthropist, Doctor Ndirangu of Galilee clinic in Embu town. For the purpose of replenishing and stocking the health hub with current and relevant informational materials, a user assessment study was necessary within Embu County was carried out.

The methodology used included focus group discussion meetings with health care workers from Embu Provincial General Hospital, public health officers, 4 health centres and dispensaries, NGOs and youth peer group counselors and sampled the participants. During the highly interactive meetings, it emerged that in Embu County, Malaria, Pneumonia and HIV/ AIDS were the most prevalent diseases. These health conditions affect the local population and their economic activities. Hence, they were linked to the information needs of the health care providers locally.

Through the establishment of a health information hub [HIH] at the Embu KNLS library, notable achievements have been realized. The section has attracted many customers particularly in requests and usage of health care information and general inquiries. Three in every ten enquiries are on health information materials. To address these needs, more health information materials worth Ksh 654,982 have been purchased with donor funding to strengthen the health hub and improve the services being offered through the mobile library bus to medical training institutions. Some of the health institutions that are served by the Embu Mobile library include: Provincial General Hospital and KMTC, Kyeni mission hospital and Fidenza nursing school, Nkubu Consolata Mission hospital and nursing school, PCEA Chogoria mission hospital and nursing school. These mobile services are currently being offered on a pilot basis but funds allowing they could be comprehensively incorporated within the mobile services as new routes.



Members of the public in a library

# Institutional risk assessment and management

By Margaret Wanjiku, Internal Auditor

Today's business world is constantly changing- it's unpredictable, volatile, and seems to become more complex every day. By its very nature, it is fraught with risk. Historically, businesses have viewed risk as a necessary evil that should be minimized or mitigated whenever possible. However, in recent years, increased regulatory requirements have forced businesses to expend significant resources to address risk, and shareholders/clients in turn have begun to scrutinize whether business that they engage in have the right control measures in place. On the other hand the increased demand for transparency around risk has not been met in a timely manner. In today's global economic environment, identifying, managing, and exploiting risk across an organization has become increasingly important to the success and longevity of any business.

Risk assessment provides a mechanism for identifying not only the risks that represent opportunities and but also those that represent potential pitfalls. A good assessment is anchored in the organizations defined risk appetite and tolerance, and provides a basis for determining risk responses. A robust risk assessment process applied consistently throughout the organization empowers management to better identify, evaluate and exploit the right risks for the organization's business. It also helps to maintain appropriate controls to ensure effective and efficient operations and regulatory compliance. A risk assessment should therefore begin and end with specific business objectives that are anchored in key value drivers. These objectives provide the basis for measuring the impact and probability of risk ratings.

What then is risk assessment? This is a systematic process for identifying and evaluating events (possible risks and opportunities) that could affect the achievement of objectives, positively or negatively. Such events can be identified in the external environment (economic trends, regulatory landscape and competition) and within an organization (people, processes and infrastructure). Risk assessment can be mandated by regulatory demands, and can also be driven by an organizations own goals such as business development, talent retention and operation

efficiency. Regardless of the scope or mandate, risk assessment must bring together the right parties to identify events that could affect the organization's ability to achieve its objectives, rate these risks and determine adequate risk responses.

Understanding the nature of the organization's objectives and the types of possible risks under consideration is important in determining the scope of the risk assessment. Once the scope is defined, the possible risks deemed likely to occur are rated in terms of impact (severity) and likelihood (probability) both on an inherent basis and residual basis. The results should be compiled to provide a risk profile that can be viewed in relation to an entity's willingness to take on such risks. This enables the entity to develop response strategies and allocate its resources appropriately.

Risk assessment is intended to provide management with an inventory of events that could impact the achievement of objectives, and it should be conducted at various levels of the organization. Risk assessment is also a necessary component of an effective internal audit program. Today's practice is progressively moving towards aligning internal audit activities to business priorities through a comprehensive mapping process to determine where key risks lie within the organization. To be effective, risk assessment cannot be merely a checklist that is disconnected from business decision-making process. It should be integrated into the business process in a way that provides timely and relevant information to management. It must be owned by the business and be embedded within the business cycle, starting with strategic planning, through business process and execution, and ending in evaluation.

Benefits and opportunities of risk assessment: Risk assessment forms the cornerstone of an effective Enterprise risk management (ERM) program. When performed systematically and consistently throughout the organization, management is empowered to focus its attention on the most significant risks and make more informed risk decisions. Through effective risk assessment, organizations can better coordinate multiple risk responses, effectively addressing risks that threaten multiple business areas or functions.

## Buruburu library participates in marking the World Aids day

By Ibrahim Dabar Ibrahim

The theme for the 2011 World AIDS Day was dubbed "Getting to ZERO". Zero new infection, zero discrimination and zero health related diseases." Buruburu library marked the day by organizing talks/lectures on HIV AIDS for both staff and library customers. These were aimed at creating awareness about the pandemic, commemorate those who have succumbed to the disease and also celebrate the positive steps made towards reducing the infection rates. The lecture was facilitated by Michael Onyango of movement of men against AIDS in Kenya (MMAAK). The lecture was at-

tended by about one hundred youths. The topic covered included:

- a. Preventive: The youth were educated on two major ways on how to prevent themselves from being infected. These are either complete abstinence or using protective methods when having sex, like the use of condoms.
- b. Care: The youth were taught how to care for themselves and relatives who might be infected with the virus.
- c. Treatment: They were encouraged to know their status early enough and seek treatment in

case if infection.

- d. Sex education: The youths were challenged to be free to discuss with their parents or guardian on their sexual behavior.
- e. Control of social life: Participants were educated on the effects of drugs and how they accelerate the chances of one getting infected with HIV AIDS.

A temporary VCT centre was also mounted at the library and about thirty-five persons got tested for HIV AIDS. A person living with IV AIDS also talked to the youth on her experiences and how to live with the disease.

Management gurus emphasize that Total Quality Management (TQM) is “doing the right thing right the first time, all the time; always striving for improvement & always satisfying the customer.” It’s a business design that puts customer satisfaction as an organization’s highest priority and implements a variety of specific measures to ensure that the organization succeeds at satisfying its customers.

TQM emphasizes on such areas as error reduction, process streamlining, and increase in employee satisfaction to improve business performance. It can be challenging to implement a TQM system, but with the right strategy and goals, an organization can draw upon the benefits of TQM principles.

The implementation of TQM in a service organization like KNLS is a tricky undertaking that requires psychological shift of some sort. “It is difficult, if not impossible; to design the intangible aspects of a service, since consumers often must use, experience or gauge the reputation of a service organization so as to judge quality” (Oakland & Amrick, 1996). Execution of TQM in Libraries thus calls for a deviation from the conventional approach. Sirkin (1993) suggests some principles that might be used in the implementation of TQM in libraries as follows:

#### **Develop people and teams:**

People are a fundamental component within any successfully developing organization. If you take away the people, people’s motivation, commitment and ability to work together in well-organized teams, the organization is nothing. Conversely, if you inspire the people to work well as a team, en-

# Principles of Total Quality Management (TQM) in libraries

*By Joseph Njeru John, Embu Library*

courage creatively and productivity the organization can fly. Synergy that is realized through teams lets people discover jointly things they are much less likely to discover by themselves.

**Quality management systems:** Quality Management Systems focus on customer expectations and ongoing review and improvement. The cornerstone of a quality organization is the concept of the customer and supplier working together for their mutual benefit.

**Performance Management and Measurement:** It has often been said that it is not possible to manage what cannot be measured. Performance measurement is a fundamental building block of TQM. It plays a critical role in quality improvement. The Quality Management System must therefore be designed to measure progress in the five main areas: Effectiveness, Efficiency, Productivity, Quality and impact. Effectiveness looks at the output side. For example how long does it take to register an eligible customer as a member of the Library or how long does it take to guide a user to the right information material or even to retrieve

information for the user. Efficiency is concerned with the percentage of resources used over what was planned to be used. All processes must be subjected to efficiency measurement, so that there is efficiency in the usage of labor/staff and information required to make decisions. Quality measurements are really the voice of the customer measures. These indicate whether “we are” doing a good job in terms of customer satisfaction, implementing objectives; whether designs and solutions to problems are meeting the requirements. Impact measures the overall quantitative improvement in an organization.

**Customer satisfaction:** It’s a well known fact that no business can exist without customers. It is important to work closely with your customers and to make sure that the system you create for them is as close to their requirements as you can manage. You need to form a close working relationship with your client. To achieve optimum customer satisfaction, all the processes must begin and end with the customer in mind. The Moment of Truth (MOT) is the moment when a customer first comes into contact with the people, systems, procedures or services of the organization; this is when a User first enters the library premises. Great care must thus be taken to ensure that a positive image of the Library is maintained at all times. Customer satisfaction is also achieved when an organization is able to meet the real and perceived needs of a client. Librarians should ask themselves some of the following questions about the processes involved in solving the needs of a customer: Does the Librarian involve the client in the collection book development? Does he seek views from the Clients about the information materials they require? How long does it take to register a person to become a member of the Library?



*Library customer eagerly wait for the library to open at KNLS Buruburu library*

# Are you a leader or a lead?

By Nancy Ngugi

Leadership styles vary from person to person, yet often times the skills a leader gains in one field can have powerful meanings in another. Great world leaders have known that effective leadership stems from breaking down a problem into solvable pieces, effectively simplifying the entire process. While leadership styles may vary, however, nearly every leader shares certain leadership qualities that can be communicated to other, future leaders. Most leadership speakers have a special knack not only for understanding effective leadership theories, but also for being able to use inspiration and communication to help others adopt leadership skills.

In a leadership seminar organized by our Church in October 2011, and facilitated by some renowned motivational speakers from USA, it was explained that leadership has two categories, one can be either a leader or a lead. A Leader was defined as a person who wants to take people to the highest potential while a Lead is someone who is threatened. A Lead has self-imposed barriers to success. He does not see things as they are but he sees them as he is.

The primary focus for leadership is the success of an organization. However, in today's business customer satisfaction is no longer the benchmark for the success of an organization. Customer delight is the new benchmark. The global economy has created diverse choices and organizations can no longer afford to "just do enough" to ensure customer satisfaction. You don't just want people

to say "thank you" for your service but you want them to say "WOW."

Professional intimacy is a critical aspect of exceptional leadership. Christina Haxton asserts that effective leadership begins with professional intimacy. With everything else you may be juggling with as a leader, professional intimacy will help you create positive lasting change and build resilience in your team, support complex human interactions, help people embrace conflict, build trust to retain valuable employees and be able to adapt, and yet be flexible enough to change at the speed of light while continuing to focus on the business' core mandate.

Beyond Emotional Intelligence (understanding your needs and what motivates you), and Social Intelligence (understanding of and attending to needs of others) lies the practice of Professional Intimacy. As a leader who learns and practices the skills of Professional Intimacy, you see the relationship as the platform upon which you develop your sustainability. You not only strive to develop yourself personally, but also help others to find their own unique purpose and creativity. Your ability to communicate with care and compassion is actually felt and builds trust.

Richard Boyatzis' research on the positive physiological effects of compassion shows it reduces power stress, a unique stress experienced by leaders. (Ignore the effects of power stress and you are headed for physical burn-up, mental burnout, or both).

## Principles of Total Quality Management (TQM) in libraries

Is the registration procedure a hindrance? When weeding information materials, is the criteria purely based on the staff discretion or is the User involved at a certain point?

**Develop an active outreach program:** Libraries should have personnel with close ties to the community and an excellent understanding of community needs and desires in order to serve them well. And depending with scanned needs prevalent in different areas the Librarian should come up with solutions for the population's information needs. Innovativeness, Ingenuity and a little intuition is the key to identifying the suitable outreach programs that can be developed and these may vary from location to location, Library to Library.

**Technology:** Technology is the in-thing in the modern organization. Any organization that is not embracing technological changes is on the

precipice of being rendered irrelevant. The functions of Information technology are many. Libraries that are in the process of automation find computers a very valuable tool in retrospective conversion i.e. changing of the manual catalogue to Machine readable catalogue. (MARC). Organization of information materials is enabled through MARC and its enhanced capabilities of DDC scheme, Library of Congress Subject Heading (LCSH), PREserved Context Index System (PRECIS) and COMputer Subject System (COMPASS). These are ways in which Information Technology can be used to organize information materials. Using computers to organize the information materials enhances the formation of Union and cooperative Cataloguing and promotes the sharing of resources.

**Leadership and Commitment:** To be successful in promoting an organiza-

tions efficiency and effectiveness, TQM must be truly organization-wide, and it must start at the apex with the Chief Executive, the middle level and the operational managers. The senior most Directors must not only grasp the principles of TQM, they must go on to explain them to the people for whom they are responsible, and ensure that their own commitment is communicated. The senior management commitment must be obsessive, not lip service. This commitment is important because if believed by the management, it will have a trickling effect to the other members of the team who will also be obliged to tag along the organizations commitment to TQM. Believing in the TQM creed pushes the whole organization to another pedestal i.e. the level of the Helix of the never ending or continuous improvement, this is internalizing continual improvement. This means having a balanced program for the organization's self-renewal.

# A day in the life of a branch librarian

By Pancras N. Kimaru

Some people perceive branch libraries as holiday camps where staff only shelf, charge and discharge books. I would like to prove them wrong by looking at a typical work schedule of a branch librarian.

When the branch librarian reports to the office at 7.30 am, the first thing he or she does is to enquire about the library's security from the security personnel. At times it becomes imperative to undertake a surveillance tour of the entire compound to confirm the actual position on the ground. This to an extent determines the subsequent flow of events for the rest of the day. With the issue of security settled, the librarian takes a few minutes to peruse the daily papers before they are displayed at the counter for customer's use.

By 8.00 am the library should open to the users, some of whom arrive an hour earlier and are eagerly waiting for the doors to open.

After ensuring the doors are open, the librarian proceeds for a meeting for section heads meeting to discuss staff matters.

While the meeting is in progress, a user calls to make some inquiries on the reference section. At 10.00 am the librarian proceeds for another meeting at the Provincial Commissioner's (PC) office, leaving the ISO complaints committee to handle various issues and brief him/her on return.

As he is preparing to leave for the PC's meeting, the secretary alerts him that the merchant who supplied liquid soap who has come for her money. The librarian remembers that the petty cash for the month is yet to be reimbursed and resolves to call the finance office at headquarters, but finds that the petty cash is not ready. The librarian then sweet talks the merchant and

promises to alert him when the payment is ready.

This is no relief to the librarian since the newspaper vendor peeps through the door to remind the librarian that his payment is yet to be settled as well. He tells the same story to dismiss and while at it, the library clerk sneaks in the water and electricity bills.

While on the way to the meeting, another telephone call comes with instructions that the bills of quantity for library renovation is required at the Headquarters by the afternoon. Quotations for library furniture must also be at the headquarters by the following day.

Poor librarian now resolves to reschedule his programme and visit the provincial architect first, while instructing his deputy to source for the required quotations for the furniture.

But before arrival at public works, the planning officer also calls from headquarters demanding for submission of the monthly report and performance targets, while also inquiring on the branch's new innovation for the year. Through the same call, the librarian is reminded that his branch's appraisal reports are yet to be received by the human resource department. Heartbeats have now accelerated.

On arrival at Public Works, the Provincial Architect (PA) is in a brief meeting with the Provincial Works Officer (PWO), so the librarian waits at the waiting bay. And while there, the Quality Management Representative (QMR) calls to alert him of the next ISO external audit.

The librarian is reminded of the previous audit's non-conformities,

which should be addressed before the next audit. The PA's meeting ends at 1.30pm but to the librarian's relief the BQs are ready. He has to beat the headquarters' deadline therefore, he quickly packs them in an envelope delivers them to the nearest courier service provider. No lunch break for the librarian!

At 2.00pm, he goes back to his office to find several messages on 'While you were away' notepad from Corporate Communication Department at the Headquarters, PC, Provincial Ministerial Team, the Chairman of the library book reader's club.

The Corporate Communication wants information on the progress of the arrangements for forthcoming Children reading Tent (CRT). The HR is also calling to communicate Director's invitation to a senior staff meeting to be held at KARI the following week. At the same time the preparations for the local ASK show scheduled to begin in a month's time are on top gear and the provincial ministerial team wants confirmation of library's participation. The members of the holiday reading club have been scheduled for a meeting with the local Equity Bank Manager on the possible sponsorship of their activities and they have requested the librarian to accompany them.

While still at the messages, his deputy enters the office with a list of unresolved issues, which require urgent attention. These include: book theft incident involving a prominent member of the society; water and electricity disconnection threats; audit question from headquarters relating to missing books identified during the last stock take; and a case of one staff member who is in police custody for breach of the "Mututho laws." The deputy tables a list of habitual late-comers for possible disciplinary action. No reprieve yet for the librarian!

His time to look at the ISO complaint/compliment report is now, as he prepares to leave the office at 5.30pm. But it is at this juncture that the branch askari enters the office to report that his torch batteries need replacement. Of course, with no petty cash he gives one hundred shillings from his pocket. The good askari is grateful but alerts the boss that his kabuti can no longer protect him from night cold because the inner lining is worn out.

Evening comes and he departs with tomorrow's agenda well drawn from the unaccomplished tasks.



Buruburu Library staff at work

# Nipping work place gossip in the bud

By Joseph Njeru John, Embu Library

Office gossip can cause personal anguish and even destroy careers. Gossip is degrading and can destroy an organization. The best way to curtail gossip is to define it, announce a no tolerance policy for it and establish better methods of communication that don't foster harmful gossip. Some gossip is good for camaraderie. Sharing stories of weekend activities or news of a coworker's progress can bond peers and foster good working relationships. But when gossip is mean, hurtful and possibly false it has crossed the line. Thus a written policy to deal with gossip becomes necessary.

Friendly office chitchat and gossip are worlds apart. Chitchat discussion is not obsessed with poking holes in another person's character but is merely imparting information about what another person or people have done in a matter-of-fact way. Gossip on the other hand tends to be talk that gains attention for the speaker. The speaker will often adopt a confidential tone and is using the information about somebody else to be the centre of attention and will impart the details in a way that tries to undermine the credibility or likeability of another person. The details may be given with moralizing undertones and character assassination may be the top of the gossipers' agenda. Often you are told more personal details than you care to know about.

The motivations behind gossip include attention seeking, self-inflation, exaggeration and a me versus them mentality. One should not take office gossip to heart. A lot of office gossip is just that - gossip. It is filled with innuendo, rumors, errors and even deliberate malicious hot air. Take it with a pinch of salt rather than reacting personally or defensively. There is no doubt that gossip must be dealt with strongly and immediately but it will not help your situation as a team leader or colleague to take it personally. Focus instead on the reality that there is an underlying reason or series of reasons causing the gossip and focus on dealing with it objectively as a task rather than as a personal attack to be foiled in an emotional or angry manner. You should arm yourself with the facts. Is there truth to the tall tales? Sometimes there is a "kernel of truth" and this should be uncovered before addressing the problem so that you are well placed to respond with facts rather than emotions.

Some people gossip because they enjoy it or they feel insecure about others in the workplace. Most gossipers are pure attention-seekers. A persistent and long-term gossip must be stopped in their tracks by calling out their trick. View such people as attention-seekers and give them some attention within limits by hearing them out in a closed-door meeting. Inform the gossip that you want to know what is really bothering them. Ask them why they are telling you the information (that you perceive as gossip). Forcing them to explain will cause them to realize that you have seen through their muckraking for what it is. Another tactic is to inform the gossip that you are prepared to follow up



*One should not take office gossip to heart. A lot of it is just that - gossip. It is filled with innuendo, rumours, errors and even deliberate malicious hot air. Take it with a pinch of salt rather than reacting personally or defensively.*

the gossip with the targeted person. This will let the gossipers know that the information is going back to the targeted party and the gossipers will likely retract or apologize. Be positive and genuinely seek to assist the gossipers. Engage the gossipers in a conversation that lets them air their real grievances and be understanding but firm in your responses. Maybe they are disturbed that they missed out on a training or promotion opportunity; maybe they are annoyed that the victim of the gossip has a special work deal or work hours that they also want to have. Dig a little deeper and see if there is a fair solution that can be reached. Be realistic- If the gossipers see your direct approach of fair discussion as threatening and refuses to be forthcoming in what is really bothering them, be firm in letting them know that the gossip must stop. Often confronting a gossipers in this direct manner is enough to alert them to stop; or they may choose to move on under their own steam. At the end of the day, however, it may be necessary to be making it clear that gossip is not tolerated at all in the office, to the extent of letting go of a person who persists in this behavior.

Whilst it is not appropriate to assume that the target of the gossip deserves the muckraking, sometimes the gossipers' loose talk might have pointed out a weakness in a work practice or a person's skills that may need attention. Do some discreet homework to see if perhaps there is need for improved communications, some staff training or other means for improving office morale that might have been overlooked in general. In other words, look for some positives amidst the negative situation that will allow your team and workplace to improve as a result. Don't participate in office gossip.

## First aid training for staff and customers at Embu library

A three-day First Aid training was organized by Embu library and facilitated by St. John Ambulance Embu. The training was conducted at the library premises from 10th through 12th August 2011. This was aimed at empowering staff and library customers with knowledge and skills that can enable them to effectively respond to various incidents or accidents that may occur both in and out of work place.

The course content included: Defining First Aid; Responsibilities of the first aider; Principles of first aid; Casualty management; Incident management; Primary Survey; Secondary Survey; Top-to-Toe Survey; Priorities of first aid; What to consider when communicating to the casualty; Life saving procedures; and Techniques and equipments.

Participants were taken through common accidents at homes, schools and work places such as: Fainting; Breathing disorders in both children and adults; Nose bleeding; Drowning; Choking; Seizures; Cuts; and Burns that occur through radiation, electricity, dry burn, cold Burn, chemical burn and steam burn.

## Film director in a jaza maktaba campaign



Leo The Movie crew donation when they brought book donations to the KNLS Director in his office

**LEO The Movie** has been running an advert in their website appealing for book donations for the KNLS Buru Buru branch. The campaign is spearheaded by the Film Director Ms. Jinna Mutune who is so enthusiastic about the library services to children. She has been so passionate about getting people to donate a book or two to the library. **LEO The Movie Jaza Maktaba (Fill the library)** is a Leo Film social responsibility initiative whose objective is to encourage people to donate children books to the new Kenya National Library Service (KNLS) in Buru Buru, which serves over 500,000 children in Eastlands Neighbourhood.

In September 2011, Jinna brought the film crew to KNLS to hand over some of the books that had been donated. In November 2011, Jinna received some book donation at the American Embassy in Nairobi. She says that her motivation to appeal for book donation is grounded on the fact that "reading is a very powerful way of influencing the mind." She believes in knowledge and information as key determinants in human development. Jinna appreciates that books provide a conversation between the reader and the author and the reader can take dreams of those who have already left by reading their books. Books help us to travel worldwide even without air ticket. Jinna is optimistic that "Together, we can turn Kenya into a smarter nation! Information is power and by donating, you empower the future generation." Read more about Leo the movie on <http://www.leothemovie.com/>

## Naivasha library unbeatable!

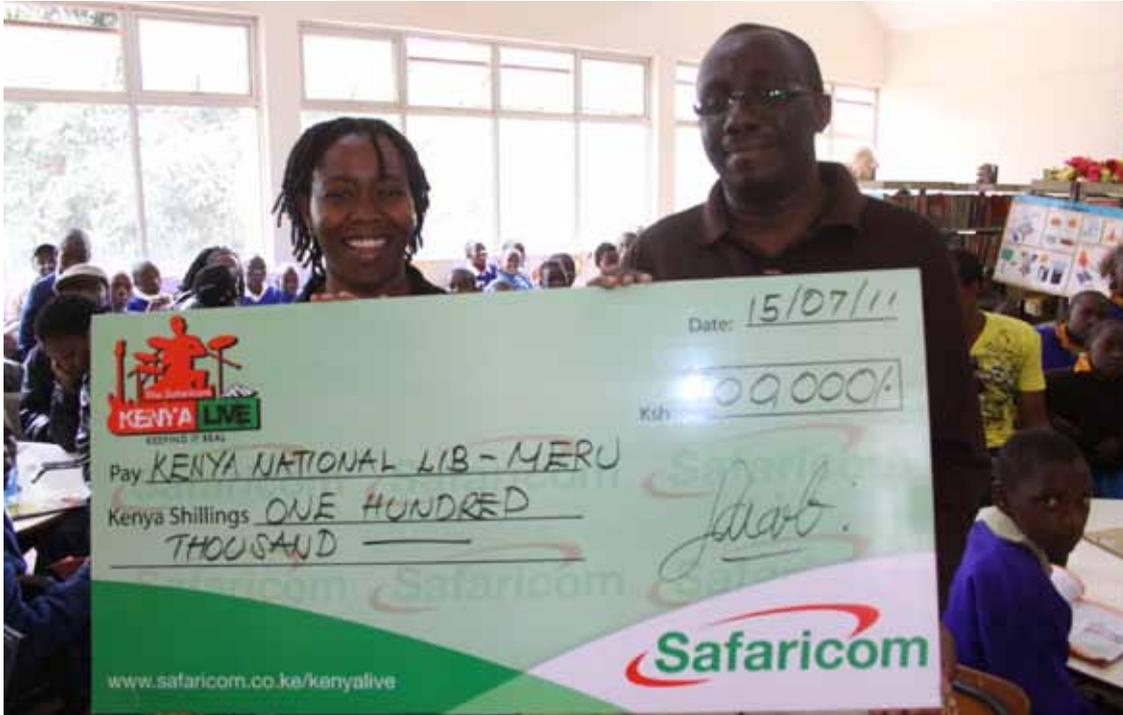
Naivasha community library is at it again! This library emerged best overall in the performance contract cycle of 2009/10 just like in the previous year. The librarian attributes this success to the hard work, team spirit and determination of the staff. He further explains that library targets were fully explained, understood and owned by all the staff. The concept of collective ownership is something that this library has taken very seriously and they maintain very open channels

of communication. Mr Mwangi expressed his gratitude to all the library staff and was quick to add that as a leader, one must embrace servant leadership and be able to lead from the front. He expressed that he would be happy to have another session in the future as it played a key role in building a strong team. Key among the major strategies used by the library are: visiting schools and other

institutions to market the library services continuously from 8:00am to 6:00pm. This he says has been a great motivator for his team. He also building and maintaining strong partnerships with likeminded institutions that was conducted for the library staff and the greatest of all is providing excellent service to library patrons.

# Meru library keeps the reading candle burning

By Richard Wanjohi



Safaricom Life group of artists visited Meru Library and shared their stories with children as they encouraged them to read. They donated Kshs100,000 to buy books for the children library.

## Needy students get library membership

To enhance the book week celebration activities, the library got financial support for the needy and bright pupils and students to a tune of Ksh20,000/= from equity bank, Fina bank, Meru Water and Sewerage Company, K.C.B and Meru Municipal Council. This donation benefited 450 pupils and 42 students by being registered as members of the library. These were needy students who could not afford the membership registration fee. The teachers assisted to identify them and it was agreed that they will be monitored on termly basis by the teachers and the library on their attendance to the library and a progress report send to the donors

## Safaricom Foundation donates towards Meru Library Creative Club

The club successfully wrote a proposal to Safaricom foundation and has received 220,000/= for playground facilitates swings, merry go round. The creative club was formed with the following intentions:

- To tap kids talents
- Increase library membership
- Co-ordinate the book clubs
- Co-ordinate all junior department programs

## HIV/AIDS day for junior library users

The event was held on 2nd December 2011 and 105 children attended and participated in the following activities: Talks on: HIV/AIDS; rape and child abuse; drugs and its dangers; video show on HIV/aids; played games

## Customer care open day

In the spirit of customer focus, Meru library held a successful customer care/open day within the library on 8.12.2011. This was intended to create deeper understanding of library services among the library users. The event provided an appropriate forum for the library customers to be introduced/re-introduced to the library services available for them. Participants had a chance to asked pertinent questions relating to library service provision and operations. The event was characterized by various activities that included:

- User education and sensitization on the customer service charter
- Free entry for readers so as to encourage them become members
- Overdue fines waived to encourage library users who had overstayed with borrowed books to return them. A total of 23 books were returned with some being sent from as far as Mombasa

## Other donations

- American Friends of Kenya donated video cameras and books to Thika and Meru.
- In July 2011 the SAFARICOM life group of artists were in Meru Town. The musicians visited the library and briefly shared their stories with the children as they encouraged them to read. They also donated K100,000 which was spent to buy books for the children library.

# Narok library nearing completion

By Omar Abdi



Under construction: The Narok Library building

The proposed butterfly library in Narok County is nearing its completion stage. During the inspection visit on 7th December 2011, the project manager confirmed that the library was at the roofing stage and would be complete before April 2012.

The Director, Mr. Richard Atuti who was in the meeting lauded the project manager, contractor and the site engineer for their commendable work and for sticking to the outline of the bill of quantity. He explained that the library will be connected to the fibre optic line for fast and reliable internet sources and connectivity of the community to the rest of the world.

The library features a Butterfly design and has two large reading halls, offices, coffee house, multipurpose hall and

ICT centre. It is located on a main highway and is easily accessible.

The library will connect the rich Masai cultural heritage with resources that will enable the residents explore their potential for growth and development. With realization of Vision 2030 and the recently promulgated constitution of Kenya, it is evident that knowledge and information will play pivotal role to create a society that is cohesive and competitive both regionally and globally.

Once complete, the library will be historical as it is first of its kind to in the Ma region, a community that is largely pastoralist and has dominated Kenya's cultural-tourism spheres for many years.

## HIV aids no longer a "disaster" but ...

By Nancy Ngugi

Focus should shift from worrying about HIV AIDS as a disaster to developing sound day-to-day management programmes of the scourge. This was echoed by Dr. Nduku Kilonzo, Director of Liverpool VCT Centre at the KNLS Headquarters on 21st November 2011 during a public meeting facilitated by the American Reference Center Library Director Mr. George Kamau.

The theme of the meeting was "HIV/AIDS – How YOU can make a difference." The main speaker was the PEPFAR Country Coordinator, Ms Katherine Perry. In the same venue, Henry Mendelsohn introduced the eLibraryUSA. In her comments, Dr. Nduku emphasized that the public needs to keep abreast with relevant and correct information for ease of management of HIV AIDS. We live in the informa-

tion age and there is more skills and knowledge to be acquired than there has ever been. She said that Liverpool is committed to empower the library staff so they can provide relevant and correct information on sexuality and youth empowerment. She sited KNLS as a strategic avenue for Liverpool to reach the more than 6 million youths who use the library countrywide. Through Liverpool's partnership with KNLS, a VCT week has been organized every year at the KNLS Headquarters.

PEPFAR Country Coordinator, Katherine Perry gave a presentation on what her organization is doing in the country. PEPFAR, which stands for President's Emergency Plan for AIDS Relief, has its main focus as "working towards an AIDS free generation. In her address,

Katherine expressed her amazement at what she had seen during her tour of the KNLS library that morning. She said she was thrilled to see a library without any single empty seat. She termed Kenya as a mature programme with a comprehensive HIV AIDS programme.

Katherine noted that a third of the women living with HIV AIDS were between 15 and 24 years of age. She challenged men to "do the right thing" and save the women from this agony. She explained that PEPFAR works to champion governments' agenda in the host country. She also emphasized that the United States Global Coordinator had approved a 2011 budget of approximately US\$ 17 million for a comprehensive program of HIV prevention, care, and treatment in Kenya supported by the American people.

# Camels bring hope to young readers in North Eastern Kenya

By Susan Scull-Carvalho



*"We're battling illiteracy among the nomads and one of the means we are employing is this use camels to keep the supply of books flowing."*

The camel library caravan snakes its way through the arid lands of North Eastern Kenya delivering books to schools.

Camels are helping to pass knowledge from one child to another. Surprised? It's true! Camels are performing these wonders in Garissa. They're helping hundreds of children improve their reading skills.

The camel library is an initiative of the Kenyan National Library Service (KNLS). This unique or unusual service has been widely praised for its effectiveness in promoting literacy and the joys of reading in Kenya's arid and semi-arid areas.

Books are delivered to children living outside of Garissa in special wooden boxes carried by the camels. Let's walk with one of the camels named Gellow and see how this mobile library operates. Male camels are commonly used to transport goods and walk long distances. Young Gellow's father is teaching him how to carry these book boxes on his back into the interior parts of North Eastern Province.

The camels carry up to 150 kg—a tent, mats and about 300 books. This travelling library services schools

within a 12-kilometre radius around Garissa that nomadic children attend, visiting each school about once a fortnight. In a single day the camels may visit 2 or 3 schools, depending on the distances between them. They can't stay more than 2 hours at each school since they have many schools to visit.

The camel library picks up its books from the Garissa provincial library, where the librarians have selected books for different age groups. When the camel library comes to a school, the guides erect a tent and in it they place the books on mats, arranged by age group. Taking a break from their normal classes, the children get excited as they eagerly chose and start reading a book. Books are precious here and are handled with much care. The students only get a short time to read! When it's time for the caravan to move on to another school, they must return the books so they can be re-loaded onto the camels.

In Garissa as many as 80% of

## What Camel!

The camel is a large mammal characterized by the humps on its back. Camels come in 2 species: the 1-humped dromedary, and the Bactrian camel with 2 distinct humps.

Though native to Asia, there are now about 700,000 wild camels in Australia, because they were released into the wild after being used to build railroads.

The camel is prized for meat, leather, milk and its working ability. Known for their hardiness, camels make excellent pack animals for long trips through rough terrain.

Though they are capable of surviving many days without water, the popular concept that they store water in their humps is a myth. Instead, the hump provides a reserve of fat that can provide additional energy on long, tiring journeys.

Their water-conserving abilities are made possible by several physical adaptations, including the shape of their red blood cells and their ability to reabsorb and retain perspiration.

the people are illiterate, and they're mostly the women and children. Yet, Herbert Oswald, a German filmmaker who produced the "Camel Mobile Library" documentary says he was amazed to see the high interest in books when the camel caravan arrives.

KNLS director Richard Atuti says, "We're battling illiteracy among the nomads and one of the means we are employing is this use camels to keep the supply of books flowing."

And it's working.

By increasing their access to books and reading, these children's academic performance has improved and the number of the literate people in the area has increased by 10%!

Visit your nearest library. Don't take it for granted because many children and young people don't have access to such facilities—or not yet!

Susan Scull-Carvalho is the Managing Director, Jacaranda Designs Ltd