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August 2022

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Madziwo, Edwin T. and Chigwada, Josiline Phiri, "Survival strategies employed by state university libraries in Zimbabwe in the face of limited funding" (2022). *Library Philosophy and Practice (e-journal)*. 7281. <https://digitalcommons.unl.edu/libphilprac/7281>

Survival strategies employed by state university libraries in Zimbabwe in the face of limited funding

Abstract

The study examined the survival strategies employed by state university libraries in Zimbabwe in the face of limited funding in 2014-2018. Financial and other challenges have had adverse effects on the provision of effective library services in most academic libraries world over. This study explored the funding models used by state university libraries in Zimbabwe and established fund raising strategies employed by such libraries. The research was qualitative in nature and used a multiple case-study methodology focusing on eight university libraries which were purposively selected. The data was collected using face to face and telephone interviews, and document analysis. The data was analysed using the Taguette Software and graphs and tables were used to present the findings. The study findings acknowledged state university libraries efforts and initiatives in resource mobilization though limited. Most of these libraries expected much more funding from the mother institutions through annual budget allocations and grants, and very minimal fundraising activities were done. The study recommends that state university libraries work together with other libraries and push for the revision and revamp of the National Library and Documentation Services Act of 1985. The revision of this Act and its revamp to suit the current 21st century information needs could aid in the financing and development of academic libraries and other libraries in Zimbabwe at large. State university libraries should also put more effort into seeking unrestricted fundraising activities. The authors proposed a Three Layer Library Survival Strategies (TLLSS) Model for adoption by libraries facing funding challenges.

Keywords

Fundraising, Funding models, Sustainability, Academic libraries, Budgeting, Resource mobilization, Library survival strategies

Introduction

Academic libraries play a pivotal progressive role in the education system and nation-building of any country. Libraries are the focal point for teaching, learning and research and thus are expected to deliver appropriate and relevant information sources and resources. Kuh and Gonyea (2003) ascertain that it is hard to imagine a college or university without a library because it is the physical manifestation of the values and activities of academic life. A university library is the part of the university with the responsibility for selecting, acquiring, processing, storing and disseminating required information to meet the mandate of any

given university. Dempsey and Malpas (2018) contemplate the future of the academic library from the perspective of a diversifying higher education system. The academic library is not fixed but it is always changing as it adapts to the changing research and learning behaviours of its home institution, which are the principal drivers of the library service.

Mossop (2013) points out that the role of the university library is so significant that the reputation of an institution could be measured by the size, breadth, depth and currency of its library's collection. The role of academic libraries is therefore central in the business of intellectual knowledge creation of an academic institution. Onatola (2004) submits that academic libraries are set up for the sole purpose of complementing the easy achievement and continuous promotion of academic excellence in the parent institution. Falaiye (2003) is of the view that university libraries are established primarily to serve the academic and general purposes of the staff and students of such universities. Zimbabwe has thirteen (13) state universities each established under an Act of Parliament and a library is an integral part of each of these universities that supports the academic life and research activities. The biggest and oldest library amongst these thirteen state university libraries in Zimbabwe is the UZ Library, which was established in 1955. The latest and youngest state university libraries in Zimbabwe are the MSUAT Library (2015), MSUAS Library (2016), and GSU Library (2017) as well as the ZNDU Library established in 2017.

Madzimure (2016) notes that the Government of Zimbabwe is the major funder of public universities but of late, the government has been facing challenges in fully extending this kind of assistance due to the economic challenges. This was noted in the Zimbabwe Online Financial Gazette of 02 August 2012 (Mutenga, 2012) which highlighted that the gross underfunding of institutions by the government since 1990 has severely affected the quality of education. This resulted in insufficient funds to buy up-to-date teaching and learning materials. State university libraries in Zimbabwe derive funds from government allocations, endowment funds, library fees, gifts and other miscellaneous sources such as the sale of duplicate materials, fines, and photocopying amongst others. The university library is one of many units in a university, and Hoskins and Stilwel (2011) argue that academic libraries should be adequately funded due to their centrality and role in the university's teaching endeavours. Insufficient library funding has now been experienced in the world over says Falaiye (2003), thus libraries face a daunting task of stocking old, outdated and damaged physical collections. Some of these libraries have gone a step further in averting this by subscribing to e-resources as a survival strategy. This research explored the survival strategies employed by Zimbabwe state university libraries in response to limited funding between 2014 and 2018. This was done by exploring the funding models used by state university libraries in Zimbabwe, establishing fundraising strategies employed by such libraries, and proffering innovative ideas and strategies that state university libraries in Zimbabwe can adopt or adapt in order to sustain service delivery against decreasing funding.

Statement of the problem

The economic environment in which state university libraries in Zimbabwe operate has not been good to the extent that academic libraries have not benefited from the operational grants allocated to universities by the government. Chibanda (2016) flagged underfunding in state university libraries as she highlighted that one of the key challenges was getting enough funds to subscribe to e-resources. There is a need for additional financial income in academic libraries to balance the print and electronic information resources in the face of the bad economic environment. The availability of financial resources helps to keep track of changing technological developments to support research activities as financial resources in state universities keep dwindling due to harsh economic conditions. This study, therefore, sought to establish innovative sustainable funding mechanisms and strategies that could be ideal for state university libraries in Zimbabwe in order to enhance service provision and support research output.

Conceptual framework

The research followed the Library Funding Conceptual Framework as shown in Figure 1.

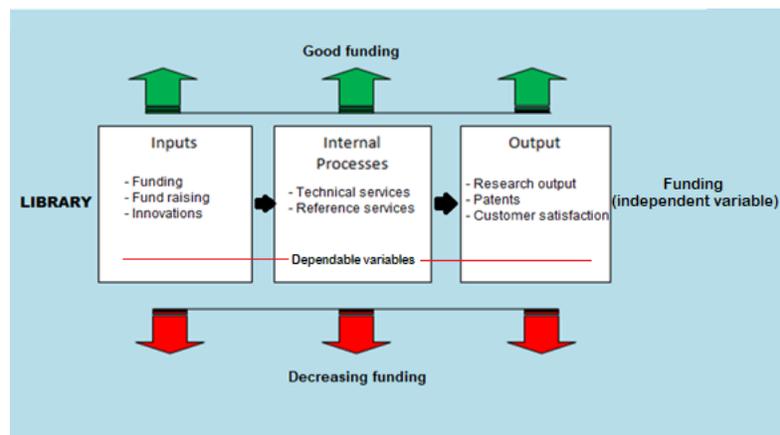


Figure 1: Library Funding Conceptual Framework

The conceptual framework indicates that the independent variable is funding. An increase in library funding as an input has a positive bearing on the outputs which are the service offered by the library. These outputs include research output such as publications from academics. The dependent variables are the internal processes such as technical services and reference services. Excellent service delivery results from well-funded internal process. These internal processes include reference services and technical services. A decrease in funding these internal processes has a negative bearing on the outputs. This results in poor service delivery by any particular library.

Funding models used by state university libraries

According to Mango (2016), it is useful to analyse the different sources of funding using two broad classifications i.e. restricted or unrestricted (an indicator of flexibility), and short- or longer-term (an indicator of continuity). This is demonstrated by figure 2 which combines the two classifications and illustrates how income sources fall into different categories according to the level of restriction applied to the funds and their level of continuity. Mango (2016) points out that unrestricted funds come without restriction on how they are used as long as they are used to fulfil set objectives. Income that an institution generates through its own efforts tends to be in the unrestricted category. This category may include funds such as student fees, fundraising events, general donations and bank interest. This type of income brings greater autonomy, flexibility and security for an institution and it is therefore central to a financing strategy. However, grants from donor agencies are restricted funds since they usually come with terms and conditions about what the funds may or may not be used for.

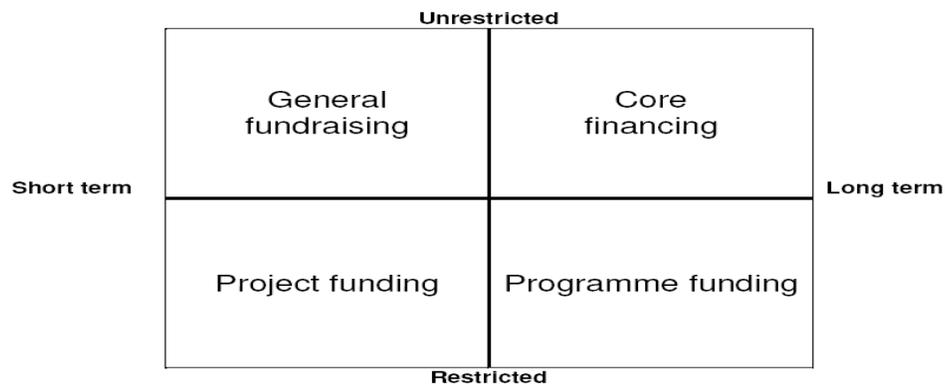


Figure 2: Library funding matrix types - Source: Mango (2016)

General fundraising is short-term and relatively unrestricted income, such as one-off fundraising events and public donations. This is useful for building up reserves or for gap funding but not for long-term commitments. On the other hand, project funding is normally short-term and relatively restricted income normally from institutional donor agencies. Being project-specific, these funds generally last for 1-3 years and are difficult to extend further leading to a loss of project continuity. Mango (2016) highlights that programme funding is long term with some restrictions and these are funds provided by funding partners where a strong working relationship has been established and where grants are based on programme themes. Core financing is income which can be relied upon as regular and flexible, so is most likely to be used for the institution's core operations. This type of financing keeps the organisation and its core work running even when external funding is

withdrawn. Academic libraries in Zimbabwe's state university thus heavily rely on the core-financing model.

Mango (2016) stated that in Zimbabwe, the government is responsible for the funding of all the units of a university through grants but the economic situation in Zimbabwe worsened the state of affairs for universities due to inflation leading to high and prohibitive subscription rates for journals, costly prices of books and dwindling university budgets. Ndlovu (2011) elaborates that the phenomenal growth in the demand for higher education also culminated to the near collapse of the university libraries when libraries became obvious victims for budget cuts while attention was diverted to 'crucial and priority' issues within university communities such as investments in ICT infrastructure. The major challenge during the recession period in Zimbabwe was that both university libraries and their institutions did not have committed budget allocations or that the budgets were not systematic and proportional to their enrolments. In earnest, these budgets were either suspended and or not adhered to at all. There are a number of funding models which are used by university libraries which are:

- Formula-based model where a top slice allocation can be done varying from 8% to 85% and then the remainder is distributed to schools using a simple FTE-based formula. This is the simplest approach, which is highly inflexible in the face of rapidly changing student profiles, difficult financial situations, research ambitions and changing university strategies.
- The weighted model is when the FTE-based allocation to disciplines is weighted for a variety of factors such as fees level and income, student profile, average costs of materials or book price, research output, the collection's strategic needs, pump-priming of new programmes and so on. The number of key drivers incorporated as 'weightings' varies substantially across institutions.
- The percentage-based allocation (PBA) model aligns with what the library spends with university income. Banks (2014) highlighted that the percentage of the library's budget allocated to each school or academic discipline equals the percentage of the total university teaching and research income received by each school or allocated by the university to each school.
- The income-based model is when the university's allocation to the library is divided amongst academic schools and subject disciplines according to a formula that recognises teaching needs and research value.
- The resource distribution model is when resources are distributed equitably among schools and disciplines using funding history analysis. Banks (2014) stated that amongst

many higher education institutions, there is now recognition that ignoring historic levels of underfunding has serious implications as to the status of the institution as a leading research-intensive university.

Funding strategies employed by university libraries

Fundraising is the process of soliciting and getting contributions such as money or other resources, by requesting donations from individuals, businesses, charitable foundations or governmental agencies. Although fundraising typically refers to efforts to raise money for non-profit organizations, the library is one such non-profit organisation. Normally, fundraising in libraries consists of mostly asking for donations. Fundraising is also experiencing a very strong growth in the form of face-to-face fundraising, but some forms of fundraising such as online fundraising have also emerged in recent years. Mahmood (2005) suggested that fundraising efforts for libraries can be accomplished as part of their institutional fundraising efforts via special capital campaigns. Sekyere (2009) noted that the library must be visible, with a mission and goals identified and clearly understood to create a successful environment for fundraising. This means that all library staff must not only be aware of the library's development efforts, but must help in promoting the library through excellent services and collections. Additional fundraising ideas for libraries could include book sales, gift books, and special bonds for libraries, friends' groups, special collections and partnerships with museums.

Obtaining grants, whether from governmental or private sources, is an excellent method for supplementing the academic library's funding needs. Some libraries maintain their own personnel to write grant proposals on a regular basis. Others collaborate with university research and grant writing personnel to help them write proposals in order to obtain specific grants for funding. Grants can be especially helpful when the library collaborates with other types of libraries or groups outside the university environment for resource and information sharing as well as personnel and user training. Some libraries also offer fee-based services as a way of sharing the resources with the community in the form of photocopying, binding and printing, library fines

Innovative and sustainability strategies that can be adopted

University libraries can adopt various innovative strategies in order to survive in the harsh economic environment. These include collaborations such as forming consortium, networking, resource sharing, cooperation and partnerships (Okeagu & Okeagu, 2008; Sheshadri, Manjunatha, Shivalingaiah, & Radhakrishnan, 2011; Islam, 2013; Onwuchekwa, 2015; Das, 2018). These are strategic alliances among libraries with the aim of meeting the demands of clients. Reitz (2004) defines consortium as an association of independent libraries and/or library systems established by formal agreement, usually for the purpose of

resource sharing. Membership may be restricted to a specific geographic region, type of library (academic, public, special), or subject specialisation.

In Zimbabwe, the Zimbabwe Universities Libraries Consortium (ZULC) was put in place as a survival strategy in the face of economic challenges. Studies that have been carried out to assess the impact that this consortium has made in lessening the burden for local individual academic libraries gives evidence to the fact that it has made a significant impact. Mbambo (2007) noted that the advent of ZULC helped to achieve the academic libraries' goals of increasing digital content in Zimbabwe. Through collaboration in ZULC between 2002 and 2005, the UZ Library for instance participated in a scheme that shared costs of access to e-journals. The UZ Library could not have met the cost by itself. Participation in the ZULC made it possible to access 19,500 online journals by 2006 as highlighted by Mbambo (2007).

ZULC (2018) noted that the Zimbabwe University Librarians Consortium (ZULC) was formed in 2001 by seven (7) University Libraries in Zimbabwe to provide resource sharing among members and the community in general. The Consortium is fundamentally driven by the belief that access, as opposed to traditional unqualified ownership, is the most viable strategy to maintain the ideals of the universities in Zimbabwe. It has also come to the attention of consortium members that international organisations and donors were much more willing to consider support of a joint project among academic libraries in Zimbabwe, as opposed to supporting projects that benefited only one institution. As such seven out of about eleven new and existing universities formed the consortium with the hope that it would strengthen their chances of getting donor support for current and future projects. INASP (2018) noted that Zimbabwe is one of the few INASP partner countries where the consortium has been self-funded from the start. Since its formation in 2001, ZULC has worked with INASP and other international organisations to advocate for funding for e-resources to support national research, build organizational capacity and build human capacity among member institutions.

Furthermore, EIFL has been working in Zimbabwe since 2001. EIFL (2018) said it supported the creation of the Zimbabwe University Libraries Consortium (ZULC), and through this partnership, libraries in Zimbabwe are providing access to a wide range of scholarly e-resources. EIFL has supported national and institutional open access programs by advocacy workshops that have resulted in a number of open access repositories in the country. Through its work, the University of Zimbabwe, thereby opening its research to the world, introduced the first open-access ETD (thesis and dissertations) mandate in the country. EIFL has also provided advanced training and support service to raise awareness of library copyright issues, and to assist with copyright initiatives. University libraries also utilised ICTs, social media use, open access initiatives, contracting or outsourcing various services to provide resources in the face of budgetary constraints. It has been stated that libraries

became obvious victims of institutional budget cuts although they had to develop their own staff, improve their collections, and keep pace with new technologies. Although there is a need to develop in grant writing, Khan and Bhatti (2012) stated that there is a lack of sufficient knowledge and skills in grant writing among librarians.

Methodology

A phenomenological paradigm using a qualitative research methodological approach and a multi case-study design was followed to investigate the funding models and sustainability strategies employed by the state university libraries in Zimbabwe in the face of limited funding. In this research, the study population included state universities in Zimbabwe with a sample of eight state university librarians and eight reader services librarians. Purposive sampling was used to identify the participants. University librarians are the custodians of university libraries and heads of reader services were used to validate data generated. A pilot study was conducted in two state universities to reveal ambiguities and poorly worded questions. Permission to do the study was sought from institutions and informed consent was requested from participants. Data was collected using face to face and telephone interviews as well as document analysis. The responses from the interviews with University Librarians were recorded. University librarians were requested to provide annual reports, library policies and library budget for the period under review. However, no report was availed and those retrieved from the internet from 4 universities were analysed. The data were analysed by means of interpretive analysis using the Taguette software and presented using narrative accounts, tables and figures. For anonymity purposes, codes ranging from case 1 to case 8 were assigned to the universities.

Results

The results indicated that university librarians provide leadership in service provision and case 2 stated that *university librarians provide oversight for the budget and strategic plan implementation and to find alternative funding to sustain the library service function*. In terms of funding models that are used by universities, it was noted that from 2014 to 2018, university libraries received an average of 3-5% of the overall university budget which was given as the grant from the government. Case 2 indicated that *only 3% was allocated to the library and this was not adequate considering that the 3% was being calculated on tuition only with all state universities not allowed to increase fees*. This was supported by Madzimore (2016) who noted that the Government of Zimbabwe is the major funder of public universities with the bulk of it going towards collection development.

The university librarians indicated that they do fundraising activities to get funds for certain projects. Case 1 stated that there is a fundraising team to coordinate the activities but lack of grant writing skills was the greatest barrier to successful fundraising as stated by Mahmood

(2005) Case 2 stated that *There has been little or no support from parent organizations where opportunities to fundraise require seed money. Between 2014 and 2018 motivation from the staff was very low to fundraise because of inadequate remuneration and this impacted heavily on new fundraising initiatives.* Case 3 cited lack of university management to offer support and provide running costs after getting donors to fund the library extension project.

The results showed that libraries depended on the grant from the university coffers which was mainly financed by the government as shown in table 1. It was noted that the *Library management is responsible for coming out with budget proposals as requested by the university. When the budgets are allocated, the amounts are divided according to the library needs prioritising collection development among other things. There are votes for every library activity that are then utilised and when one vote is exhausted, money can be borrowed from other votes.* In some instances, a certain percentage of student fees was channelled to the acquisition of library materials.

Table 1: Average budget allocation per library between 2014 and 2018

Table	Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7	Case 8
% allocated	3-5%	3%	8%	6-10%	-	6%	10%	7.5%
Core sources of funds	University funds	State funding	University coffers	University funds	University funds	University budget	Government grant	University budget

The findings showed that the major challenge that was faced by university libraries between 2014 and 2018 was limited funds and lack of foreign currency. Case 1 indicated that *the major challenge was that funds allocated were not enough. Some resources we required were not available locally so we had to import. Importing wasn't easy as we required foreign currency. Getting the foreign currency was challenging.* This shows that the retarded growth of the economy coupled with lack of foreign currency and budget cuts affected library service provision during the period under review. This is in line with what was stated by Hove (2012) who pointed out the effects of international politics especially on eroding the funds that were in institutions. Case 4

indicated that *major funding challenges were caused by the poor economic performance of the country at large and the library could not purchase hardware such as library computers for students to access the electronic resources that we were subscribing to as an alternative to print copies that we could not buy.*

It was noted that university libraries made some fundraising efforts through writing grant proposals, fee-based services but the funds were managed centrally and sometimes it was difficult to get those funds. Case 1 indicated that *State university libraries must write more grant proposals and seek partnerships as a cost-saving measure in order to cushion their funding needs.* Case 3 added that academic librarians should work towards the development of sustainability strategies since currently *there is overreliance on the university grant and the issue of innovation is not yet grasped fully by academic libraries in Zimbabwe. Librarians should know how to write winning grant proposals and should not solely depend on the university grant.* It was stated that libraries should take part in income generation projects and the adoption of the open science movement to act as a cost-cutting measure in order to survive in the harsh economic environment.

Discussion

The study acknowledged the efforts and initiatives made by state universities to curb the decreasing funding although they relied more on grants from the mother institutions. The findings indicated that library services provision was greatly affected by limited funding resulting in challenges that range from lack of hardware, decreased budget allocations, non-availability of foreign currency to import textbooks and subscribe to e-resources collections. The policies and standards that were supposed to support library development have not been very supportive. These include the NLDS Act and ZIMCHE Standards. The Zimbabwe Library Association, though very active, has not brought much aid with regard to library funding in Zimbabwe. Funding amongst state university libraries was mostly from institutional funds as stated by Ojedukun and Lumande (2005). Libraries are allocated between 3% - 10% of the university's annual budget per year. This is the core funding model across all state university libraries in Zimbabwe. Libraries submit budget bids at the end of the year prior to the coming year based on past funding trends.

Fund raising in Zimbabwe state university libraries mainly consists of seeking library donations for books with very limited project proposal and grant proposal writing. This is due to lack of fund raising skills amongst academic librarians as elaborated by Livina (2017). Very limited funds are also derived from fee-based services such as overdue library fines, spot fines and reprography activities. Sustainability efforts amongst state university libraries in Zimbabwe also exist through cooperation and resource sharing via the Zimbabwe University Libraries Consortium to cut on e-resources costs as postulated by Reitz (2004).

Other sustainability efforts also include the use of open source software, open access journals and the sharing of skills and expertise amongst the university libraries.

Conclusion

The study concluded that state university libraries in Zimbabwe get an average of 3% - 10% of the university's annual budget as their core funds. The larger portion of these funds goes towards the purchase of literature and library equipment. Indications were that the allocated funds were never adequate to meet the needs and demands of library clientele. This is because these libraries experience budget cuts due to the economic pressures. The budgeting process in state university libraries mostly depends on spending patterns from previous years in consultation with faculties and other library stakeholders. The budgeting process in these libraries is normally guided by a formula from the bursary department with very much limited flexibility of implementing other models. University librarians take the lead in formulating the library budget, however, in some institutions there is no involvement of other library members of staff such as reader service librarians. The period 2014 to 2018 was characterized by high inflation which eroded budget allocations. The purchasing power of allocated funds fell drastically from the time a library would get its allocation. Institutions had no foreign currency to pay for software subscriptions, book purchases, journal subscriptions and other specialized library equipment against a growing student population.

The study concludes that in as much as university librarians knew their core functions as the head of library services, their central function lacked the responsibility to fund raise for the library as a specific standalone responsibility amongst other duties. State university libraries in Zimbabwe mainly focus on seeking donations as a way of fundraising. Fund raising activities are not clearly defined and librarians lack skills in grant proposal writing in order to raise additional income. The lack of skills has been a major barrier to libraries in accessing additional income. State university libraries in Zimbabwe lack sound library policies and operational plans on resource mobilisation. The research findings indicated that librarians were in agreement that resource mobilisation strategies had an effect or affected effective library service provision for state university libraries. There also happens to be heavy donor dependency amongst libraries as information obtained revealed that this was the leading resource mobilisation activity. Fee-based services such as reprography and library fines were more of a deterrent measure. Proceeds from fee based services were very minimal; libraries at times were not in a position to utilize these funds as they were channelled to the university central funds.

The research findings conclude that the operational environment under which state university libraries operated were not very conducive. In a bid to keep providing services, libraries had to be innovative in order to sustain themselves. The study thus concluded that academic libraries were actively involved in resource sharing through the Zimbabwe

University Libraries Consortium. The consortium has to a greater extent heavily reduced the cost of subscribing to electronic journals. Furthermore, the findings concluded that state university libraries were also using open source software to run their institutional repositories as well as library management systems. Open access databases and open educational resources also complemented access to online resources in most libraries. The use of social media to market library resources also formed the basis of their sustainability strategies as they cut printing costs for flyers and banners in most instances. However, the findings also showed that there were no clear cut sustainability strategies that were well planned and documented by each academic library. There is over reliance on institutional funding as opposed to more innovative strategies such as blending library service provision with a business approach. No library was involved in consultancy activities in order to raise more income and become sustainable.

Recommendations

The authors recommend that university libraries should work together with other libraries and push for the revision and revamping of the National Library and Documentation Services Act of 1985. The revision of this Act and its revamp to suit the current 21st century information needs could aid in the development of academic libraries and other libraries in Zimbabwe at large. There is also a need to take up continuing professional development courses in project proposal writing, fund raising, marketing skills and entrepreneurship if librarians are to effectively seek other alternative library funding mechanisms. A bit of business approach in running academic libraries would be very ideal. For instance, the establishment of business centers that cater for printing, binding, stationery sales and other related sales would aid library income generation. It is recommended that state university libraries should put more effort on seeking unrestricted funding activities such as fund raising activities which bring greater autonomy, flexibility and security for an institution and it is therefore central to a library's financing strategy.

Fundraising has experienced a very strong growth in the form of face-to-face fundraising, but state academic libraries in Zimbabwe should take part in some of the new trends in fundraising such as online fundraising such as gofundme.com. Librarians are also encouraged to collaborate with university research and grant writing personnel to help them write winning proposals in order to obtain specific grants for funding. Grants can be especially helpful when the library collaborates with other types of libraries or groups outside the university environment for resource and information sharing as well as personnel and user training. State university libraries in Zimbabwe are challenged to champion research activities that would turn into income generating projects in their respective institutions. This will transform their library funding base. Librarians should also draw from philosophies developed outside their field in order to inform their work. One key

operating principle should be sustainability. Librarians must consider the principle as they develop their library projects, whether large or small. This important principle of sustainability must be used when managing and allocating the libraries' financial and human resources. Librarians should adopt adaptive leadership under sustainability, this entails the practice of mobilizing people to tackle tough challenges in order to thrive. It embraces complexity and ambiguity in situations, and actively pursues innovative solutions via organizational learning, creative problem solving, experiments, and collaborations in libraries

Besides e-resources sharing the Zimbabwe University Libraries Consortium should come up with more collaborative projects amongst its member libraries. Libraries must develop sustainability indicators which will become the basis for developing a comprehensive sustainability framework helping to assess the impacts of library operations and future projects on the libraries sustainable progress. Such a framework could help libraries choose socially responsible vendors and publishers and help to evaluate operational strategies, resulting in providing environmentally friendly products, energy savings, reduction of waste, and keeping library budgets as low as possible.

Academic librarians in state universities and LIS educators must work together to seek creative approaches to strengthening LIS education to include fundraising and sustainability studies. Fostering a closer collaboration between library educators and academic librarians can help ensure that library education meets the needs of the profession. This interaction will be of great help to the young and future library professionals as they will be ready to tackle issues pertaining to limited funding in institutions that they will eventually be placed in. Most institutions in Zimbabwe are already working on putting open access policies in place in a bid to promote open access as a sustainability strategy. However, it is recommended that academic libraries must take a holistic approach and embrace other open initiatives (OI) such as open data, and open science. State university libraries are encouraged to offer and provide special services, training or consulting. They may contract a public library to do supervisory training for staff, or contract with school libraries to prepare school librarians for information literacy skills teaching. While involved in such initiatives the library becomes more visible to businesses and a wider audience thereby increasing the future fundraising possibilities. The authors proposed a "Three Layer Library Survival Strategies (TLLS) Model" as shown in figure 3.

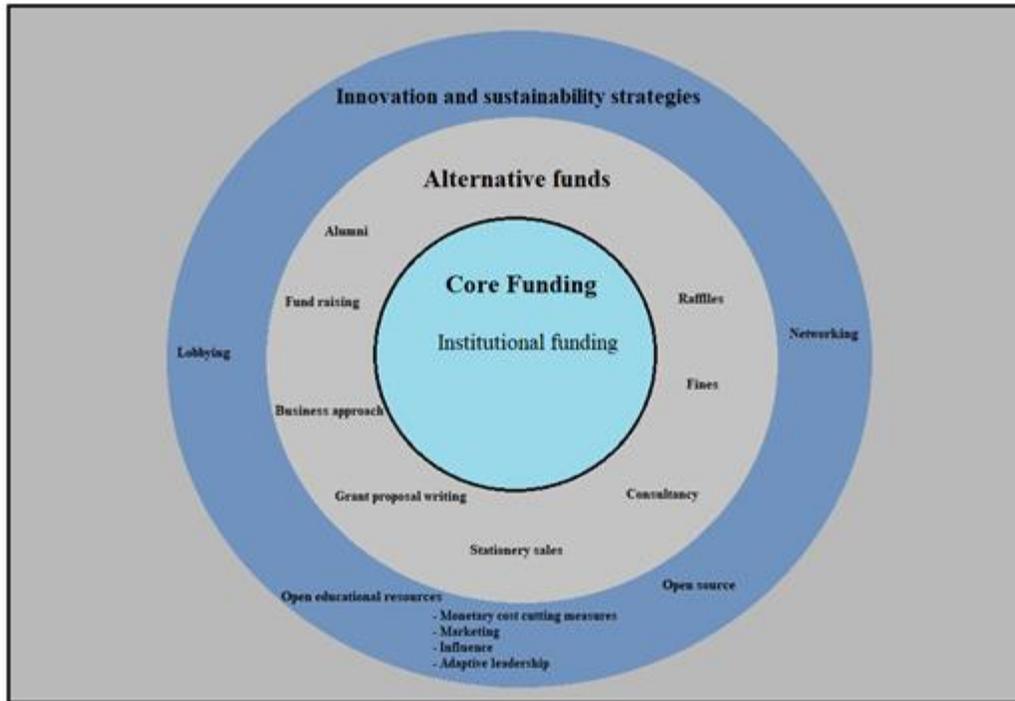


Figure 3: Three Layer Library Survival Strategies (TLLS) Model

The proposed Three Layer Library Survival Strategy (TLLSS) Model is an all-encompassing model. For libraries to survive in difficult operational environments there is need to incorporate all the recommendation put forward by the researcher into a summarised model focusing on the following:

Layer 1 Core funding

Libraries should always lobby to get core funding from their institutional budget using whatever funding model that exists in their institutions.

Layer 2 Alternative sources of income

Libraries must specifically come up with strategic goals on seeking alternative income. A component of the library should use the business approach in rendering other services within a library.

Layer 3 Innovation and sustainability strategies

Libraries must embrace other strategies that do not require finance in order to survive. Libraries must commit themselves to innovative ideas on cost cutting measures such as using open source software, acquiring negotiation and lobbying skills, professional networking amongst other sustainability strategies

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