

University Library Contribution towards Sustainable Small Business Initiatives in Eastern and Southern Africa

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ABSTRACT

University libraries in the western world are increasingly providing information outreach programs to small and medium scale businesses and entrepreneurs and as such, supporting national and economic development. This trend is premised on the critical role played by small and medium enterprises (SMEs), as engines of economic growth, both in developed and developing nations. However, most research and innovation generated by academics and postgraduate students from Universities in the developing world is hardly accessible to SMEs to assist them improve their competitiveness in the global market. The research and innovation information generated by Universities needs to be re-engineered by University libraries so that it can be effectively used by SMEs to develop national and global economies. University libraries must evolve, and create digital spaces such as institutional repositories, digital commons, and employ social media to re-engineer research and innovation in order to support SMEs' business growth. This paper examines the predisposition of University Libraries in Eastern and Southern Africa towards supporting SMEs with research and innovation information so as to grow the economy of the region. This paper is based on a qualitative document review which identified and studied scholarly documents related to the study published from the year 2000-2017. This study recommends the development of a social media strategy, policy and reskilling of University library staff among others.

Keywords: University Libraries, SMEs, Research and Innovation Information, Entrepreneurship, Sub-Saharan Africa.

INTRODUCTION

Scores of Sub Saharan African countries are struggling to gain meaningful sustainable development mainly due to difficulties in accessing information and knowledge (United Nations Department of Economic and Social Affairs, 2015). Incidentally much of this information and knowledge is needed by SMEs if they are to grow their business initiatives. Universities and other institutions of higher learning are often identified with quality research output which is supposed to contribute to knowledge and ultimately solve societal problems (Philip, 2012). This research output fuels the need for Universities, through Libraries, to position themselves and play a critical role in addressing the business information needs of small and medium business enterprises. This could be done through availing appropriate information about specific organizations, their processes, customers, business partners, and environments, in order to inform SMEs businesses decisions and actions, which are essential for them to achieve competitive advantage in the market place (Ponelis, 2014). It is however unfortunate in Sub Saharan Africa that, informed business decision making is restricted to those SMEs with access to current, timely, adequate and relevant business information (Mutula & Brakel, 2006).

Today, attempts are being made by Universities in the East and Southern African regions to spend money on research, but only a few people access and use the generated research results (Rotich & Musakali, 2012). Restricting access to research information can be very detrimental to development and scientific innovation more so in the business world. The restrictions have mainly been through the high cost of purchasing scientific publications especially for the less developed countries. There is enough evidence showing that in Sub Saharan Africa, print based library services have failed to provide relevant and timely information for teaching, learning and research (Kavulya, 2010). Attempts are now being directed towards setting up digital libraries with hope that this would provide an intervention to this anomaly in the region. Ideally the business sector is supposed to be directly served by public and special libraries, however it is saddening to note that public and special library facilities in communities, government departments and the private sector generally in this region leave a lot to be desired (Chiwere, 2010). Since University libraries collect and store this information, they could bridge this gap through their community engagement function. It is on this premise that this research was conducted to establish the attempts made by University libraries in supporting small business initiatives.

Aims and Objectives

This study aims to assess the role played by University libraries in providing outreach programs, and development related information resources to SMEs with the intent of contributing towards national economic development.

The study sought the following objectives:

1. To determine the information needs of SMEs in the Eastern and Southern African region.
2. To assess the provision of information services and outreach programs to SMEs by University libraries in the regions.
3. To ascertain barriers to the dissemination of information by libraries, and its adoption by SMEs.

LITERATURE REVIEW

SMEs are defined differently in various countries, but since most of the countries in this region are developing countries, their definitions of small and medium sized enterprises slightly differ. They generally define micro enterprises as enterprises that employ 1 to 9 workers, small enterprises are those with 10 to 50 or less workers, and the medium sized enterprises as those with 50 to 250 workers (Aikaeli, 2007; Fjose, Grünfeld, & Green, 2010; Ministry of Finance Planning and Economic Development, 2011; Oteh, 2011; The Republic of South Africa, 1996, 2003). Since accessing library resources requires a considerable level of literacy, this study only concentrated on small and medium enterprises whose proprietors are expected to have adequate levels of literacy. SMEs in this region operate under harsh conditions. They lack adequate capital, business information for informed decision making and institutional support (Okello-Obura, Kacunguzi, & Kidaaga, 2015).

There is an emerging culture of assessing how Universities are impacting communities around them more so in terms of job growth, small business success, and employment. For example, when a small or medium business owner makes progress with help from the University libraries, for instance through professional information presentations, the impact of the University library is felt in such communities. The University at large can thereafter be certain that it genuinely extends support to the community (Alvarez, 2017). Around the world, University libraries are facing enormous pressures as they strive to remain relevant. Saunders (2015) asserts that University libraries are adapting and responding to a number of issues as they anticipate the future needs of their users and how to meet them. They are expected to balance the execution of the new and emerging library initiatives with the traditional core service areas.

From an international point of view, Saunders (2015) conducted a study on current trends of leading University libraries around the world and it revealed that 27% of these were involved in extending their library services beyond their own campuses and they were initiating engagements with external partners and local communities. However, it should be noted that most of such engagements are in the United States. For example, in Northwest Ohio, USA, a movement supporting small business initiative approached the librarians at the University of Toledo for assistance in providing information resources to inventors. In other words they wanted a form of transfer of new technology from a University library, laboratory to a small business venture (Martin, 2010). Many other University libraries in the United States including amongst others; the University of Nevada in Las Vegas (Griffis & Lowe, 2011), "Texas A&M University (TAMU), Florida State University (FSU), University of California, Los Angeles (UCLA), Purdue University, University of Connecticut (UConn), Louisiana State University (LSU), and Cornell University" have embraced this move (Hoppenfeld, Wyckoff, Henson, Mayotte, & Kirkwood Jr., 2013, p. 297).

Outside the United States, similar initiatives of University libraries supporting small businesses are taking place though not so pronounced. For example, there is University of Toronto Library in Canada (Fitzgerald, Anderson, & Kula, 2010), in the Caribbean (Knight, 2015; Preddie, 2013), in China 39 top Universities are being funded by both government and private companies to transfer the researched knowledge from Universities to the industry and small business enterprises (Fan, Yang, & Chen, 2015). In Africa, several studies have indicated that African Universities have always been viewed as ivory towers open only to a privileged few. African Universities are however trying to change this perception by playing a more leading role in researching and implementing appropriate community transforming technologies. University libraries have however not done much in playing a leading role in engaging their neighbouring communities through sharing knowledge. University libraries could do a lot in this regard such as; engaging in lifelong educational programmes, health, business and agricultural community initiatives, which in turn would support the welfare of the general populace (Chiwere, 2010).

METHODOLOGY

The methods of collecting data for this study were largely qualitative which involved the reviewing and analysing of content from institutional policy documents and theoretical literature to gain deeper insights on attempts made by University libraries to support and sustain small business initiatives in the Eastern and Southern African regions. The literature analysis followed a systematic procedure of searching broadly and exhaustively for relevant literature as suggested and explained by Cooper (2010) below:

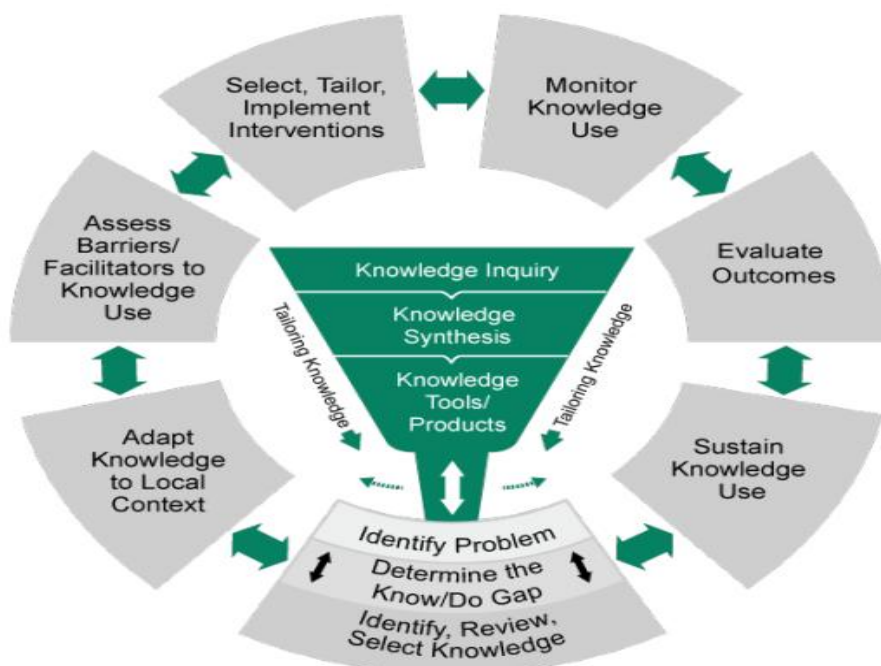
- a) The researchers started by identifying sources of relevant literature mainly from reference databases, online bibliographical databases, journals articles, institutional repositories and library catalogues spanning from 2000 to 2017.
- b) They later coined key terms to be used for searching the relevant literature from the identified sources. The key terms used managed to generate a population of 267 documents that were identified for this study.
- c) They evaluated the retrieved literature to skim out the most appropriate literature in relation to the concept under study. The evaluations focused on the authenticity, completeness and the subject authority of the authors. Through this evaluation 68 documents were skimmed and thereafter used as a sample for this study.
- d) They further conducted other supplementary searches for literature from other non-published sources like newspapers, institutional reports and grey literature of prominent researchers in this area. This was done for purposes of validity and reliability and through this process, 13 scholarly documents were retrieved.
- e) Finally, researchers critically reviewed the literature obtained through; writing notes, probing the significance of the University library works to SMEs, identifying relationships between the libraries and SMEs, assessed the strength and weaknesses of those relationships and drew conclusions in the light of the prevailing theory used to underpin the study.

Document analysis is a well-established data collection approach as it enabled the researchers to know what had already been published in the area of interest. It further helped the researchers to develop an argument about the significance of the concept under study, provided consistency of the evidence in the light of the already existing knowledge and was used to appraise the reliability of the evidence obtained by assessing its truthfulness, biases, relevance of the source materials and representativeness in the body of knowledge (Bryman, 2004).

Theoretical Framework

This study is underpinned by the Knowledge to Action (KTA) framework which was proposed by Graham et al (2006) as a framework for the transfer of research findings into practice, and to facilitate the use of research knowledge by several stakeholders including practitioners, the public, and policy makers. The KTA framework has two major components which include knowledge creation and the action cycle (Cook & Rockwood, 2013). Figure 1 below depicts the KTA framework.

Figure 1: Knowledge to Action (KTA)



Source: Graham ID et al. (2006)

The knowledge creation component consists of various phases including knowledge enquiry, knowledge synthesis, and knowledge tools/ products creation. In KTA, knowledge creation was conceptualised as an inner inverted funnel (see figure 1 above) with vast amounts of knowledge pieces at the beginning of the knowledge enquiry process. The knowledge is later reduced in through knowledge syntheses and, further reduced to even smaller amounts of tools or products which facilitate the implementation of knowledge in several contexts (Sudsawad, 2007). As knowledge moves through the funnel, it is distilled and refined, for it to be useful to relevant stakeholders. In the same way, University libraries are expected to distil and refine knowledge on

research and innovation for relevant stakeholders like SMEs. The refined knowledge can later be used as an entrepreneurial decision-making tool for SMEs (Carlfjord, 2012).

The second component of the KTA, the outer action cycle, is composed of various steps derived from theories of planned action. Cook and Rockwood (2013) briefly explain this knowledge cycle as follows. It starts with identifying the knowledge problem, followed by adapting the identified or selected knowledge to local contexts, then followed by examining barriers to potential adoption of knowledge, then developing and executing knowledge action plan, then followed by monitoring and evaluating the impact of knowledge which leads to sustainability of the applied knowledge over time.

According to Sudsawad (2007) the phases of the action component may occur sequentially or simultaneously, and the knowledge creation component part may also influence the action phases. This study therefore employs this model to test the empirical evidence generated in Universities on SMEs to ascertain the experiential side of this empirical research findings. The researchers found this framework appropriate for this study since it can be applied to assess how libraries can use research findings generated by academics, students and other relevant research projects to support research and innovation information needs of small and medium business enterprises.

RESULTS AND DISCUSSIONS

Below are discussions of findings obtained from the literature reviewed.

Country Profiles

The Eastern and Southern region of Africa is made up of 19 countries as indicated in Table 1 below. The World Bank (2016) report revealed the growth rate of most of these countries is very low standing at 4.2. Many of the countries in these regions are considered to be fragile and low income states (Ncube, et al., 2013). The public and private Universities libraries in these regions are therefore looked upon to play a fundamental role in building their nation's economies through sharing the knowledge they generate through research. The focus of this review is on SMEs and how they can share knowledge through Institutional Repositories (IRs). IRs are basically platforms on University libraries where the University's research output in form of digital objects like dissertations, working papers, videos, audio files original, pictures, research data sets, journal articles, conference presentations, books and book chapters are freely accessible to the institution's community of users (Heery & Anderson, 2005). These online platforms can be used by University libraries to digitally manage, disseminate and archive business research information to the SMEs in the surrounding community.

Table 1: Overview of the profiles of the countries in this region, available University libraries, institutional repositories and the density of SMEs they can serve with business and entrepreneurial information

S.No	Country	University Libraries*	Repositories **	SMEs***
1	Botswana	5	2	11-20
2	Burundi	6	-	No data
3	Comoros	-	-	1-10
4	Kenya,	22	26	41-50
5	Lesotho	2	1	1-10
6	Madagascar	5	-	No data
7	Malawi	6	1	41-50
8	Mauritius	7	1	11-20
9	Mozambique	7	1	1-10
10	Namibia	3	2	No data
11	Rwanda	6	2	1-10
12	Seychelles	2	1	11-20
13	South Africa	22	32	11-20
14	South Sudan	5	0	No data
15	Swaziland	4	-	11-10
16	Tanzania	12	11	11-10
17	Uganda	27	2	11-10
18	Zambia	9	1	11-10
19	Zimbabwe	13	10	No data

* Members of the Association of African Universities (African Universities 2016; AAU 2017)

** IRs registered with OpenDoar (2016)

***The density of small and medium enterprises per 1000 persons (Kushnir, Mirmulstein & Ramalho 2010:3)

Table 1, indicates that the countries with the highest number of University libraries recognized by the Association of African Universities (AAU) include Uganda (27), Kenya and South Africa with 22 Universities. The least number of Universities is from Lesotho and Seychelles with two Universities per country and Namibia with three Universities (Association of African Universities, 2017). This study chose this database because the

AAU members believe in networking, corroborating and sharing of resources which is same philosophy of this study. Table 1, further indicates that the highest number of IRs are from South Africa (32), and Kenya (26). Countries with the lowest number of IRs include Lesotho, Mozambique, and Zambia with one IR per country, and Botswana, Namibia, Rwanda and Uganda with two IRs per country. Countries including Burundi, Comoros, Madagascar, and Swaziland do not have a record of IRS in Opendoar, an authoritative directory of repositories (OpenDoar 2016) This may be because even though some countries have functional institutional repositories, these are only available through the local area networks and intranet, and not openly accessible for scholars world over. The highest density of SMEs is in Kenya and Malawi of 41-50 SMEs per every 1000 persons. This is followed by Botswana, Mauritius, Seychelles and South Africa of 11-20 SMEs per every 1000 persons. An analysis of all these countries whose SME density is 11-20 SMEs and above shows that, there is a fair balance of University libraries and IRs and therefore causing a meaningful relationship with the SMEs growth in those nations.

As alluded to earlier, the KTA framework was used to underpin this study. Therefore, the parameters to assess the literature on initiatives conducted by University libraries across the region in support of SMEs were derived from this framework. Below is the discussion of the findings from the literature reviewed.

Determination of the information needs of SMEs by University Libraries

From the literature reviewed, there has not been much done by University libraries to identify the information needs of the SMEs. This could be partly because most of them concentrate on serving the students and staff members and less of the external users. There however are some attempts done under the community engagement initiatives. Community engagement is one of the leading agenda of South African Universities as it forms one of their strategic objectives and consequently University libraries are expected to play a fulfilling role in achieving this objective. Unfortunately Bangani, Chizwina & Moyo (2016) noted that University libraries have done little to identify the information needs of SMEs or initiate community business engagements through openly availing research papers, reports, technical notes, policy government documents hidden in their websites. Incidentally, there are some attempts of outreach which are only available for certain sectors. In Uganda, slightly different from business, Makerere University library carries out outreach programs for rural health institutions where it organises workshops for health workers and informs them of available e-resources in the library (Musoke, 2012). In Kenya, a private Kabarak University library responded to the information need of the community and created a children's section in a University library and this has made the library popular as well as maintaining a good relationship between the University and the community (Kinyanjui, 2010).

Since there are very few initiatives done by University libraries in this region to identify the information needs of SMEs and those few identified are largely focusing on other issues and not business growth, there is need for a concerted effort by University libraries to come up with less cumbersome interventions of how they can identify and serve small business using the seamless technologies available today as it is done in the western world.

Assessment of the University Libraries' Information Services to SMEs

Available literature indicates that University libraries can support SMEs in broadly four ways and these are through; embracing the open access movement, setting up institutional repositories, social media and supporting community engagement initiatives. Below is the assessment of these four approaches in the Eastern and Southern African regions.

Open Access

A number of University libraries in Eastern and Southern Africa are embracing the open source movement which on the supply end can be considered as a contribution to small business initiatives. Malawians University libraries have been reported to have embraced this movement and they offer open access to their e-journals, online databases such as HINARI, EBSCO host, AGORA and many others (Malemia, 2014). In Tanzania at Sokoine National University of Agriculture Library, the same is happening where they offer unlimited access to electronic resources. They further host Institutional Repositories of international organisations like Oxford University, JSTOR, SAGE and others. With the help of Libhub, a Resource Management System (RMS), internal and external library users like small business owners can simultaneously search and discover several business information resources from different databases (Jabir & Katabalwa, 2016). If such information is marketed to SMEs, it can go a long way in boosting their enterprises.

Institutional repositories

It is very clear that many IRs in Eastern and Southern Africa restrict access of their resources to only abstracts, others access is only through their intranets while for others a user has to first register, and for some, users can access the IRs without first registering. Only a few of the reviewed University library's IRs allow free access to their content. According to Kasshun (2016) Botho University Institutional Repository in Botswana allows access to its resources without users first registering and users can view full text of any of the resources of their preferences. In Kenya, though all University libraries have intentions of establishing IRs only half of them have

established Institutional repositories. Meanwhile the Kenya Library Association vigorously promotes the adoption and use of IRs as a strategy for open transfer of knowledge (Odongo, 2012). This means that even Small business owners can use this opportunity to access any of their research information and use it for their own benefit.

Social Media

Social Media (SM) tools are gaining popularity and it is no secret that both Universities and small business owners are widely using them. Social media has defied conventional adoption of innovation norms and is quickly gaining acceptance and use in education, research, government, business and the general society (Stephen M. Mutula, 2012). It is however saddening to note that there are hardly any initiatives by University librarians in this region to use social media in supporting business initiatives. In Kenya there are initiatives of using SM to market their library services, increasing awareness of e-resources, attracting the participation and involvement of their users (Oyieke, 2012). In Zambia, Hamooya and Mwinga (2016) report that SM is mainly used for communicating with family and friends. Interestingly in Makerere University in Uganda, Nalubega (2016) reports that library users use SM mainly for leisure, chatting but even conducting private business transactions as well. In a similar study, this time done in the whole Southern African Development Corporation (SADC) region, Ndlangamandla & Chisenga (2016) reported that University libraries are adopting social media to address traditional library and information services but are challenged by lack of SM policies, dedicated staff with necessary expertise to manage SM platforms and inadequate funding.

In general, there was a little use of SM by both the University libraries and users for research and academic purposes and this could be mainly because of lack of knowledge and skill to use them in disseminating research information to small business initiatives. In Botswana, it was equally important to note that the library end users were from traditional backgrounds however some were becoming technologically savvy and were devising ways of using social media to train their peers to access University library electronic resources (Oladokun, 2012). University libraries can take advantage of social media's popularity more so with the young generation to market the library resources that might be beneficial to the business community to this end that they might be attracted to patronise these resources through social media platforms. With the glaringly limited public and special library facilities in communities, government departments and the private sector, University libraries in Eastern and Southern Africa are left with no choice but to fill this gap. The advantage they have is that they have the different types of information sources that the small and medium business proprietors can patronise, their human resources can be restructured for this purpose as well as use the available technology for the same.

Community Engagement

Through community engagement projects, the University libraries in this region are attempting to support the informal sector with business and technical information services. For example in Namibia, Simasiku & Kanengoni (2016) report of how SMEs receive multiple library support in form of basic computer training, access to government business documents, workshops on starting up businesses, marketing skills, business development, investment options and secretarial services. These services are offered by the regional library in collaboration with the University of Namibia library which has a business information and research section. They also offer their spaces for hire where SMEs can use the library spaces for planning meetings, workshops, trainings and interviews.

Still in Southern Africa, discussions and plans are being devised on the establishment of science and technology parks to partner with University libraries as a way of promoting entrepreneurship, innovation and industrial development. According to Chiwale (Chiwale, 2010) the University of South Africa is establishing an Innovation Hub as Africa's first internationally accredited science and technology park. Relatedly the United Nations Education Science Cultural Organisation (UNESCO) in conjunction with the University of Nairobi launched another innovation hub in Nairobi, Kenya.

Though not exactly supporting small business initiatives, the University of Cape Town library is building a collaborative support model for library assistants in Western Cape township of Khayelitsha group schools. Through this University-community school partnership the University library is significantly contributing to schools improvement Initiative in Khayelitsha (Silbert & Bitso, 2015). This is an indicator that the University libraries can reposition themselves to take a leading role in influencing the communities around them. What now needs to be done is to focus on the establishment of business information services to surrounding SMEs. This will need beginning with investigating their information needs, information seeking behaviours, information sources and the kind of services that could be offered and thereafter design systems and procedures that can effectively meet the SMEs information needs to this end that their business may thrive and grow.

Ascertaining of barriers to the dissemination of information by libraries, and its adoption by SMEs.

Extant literature is showing that there are a few attempts by University libraries in the region to adopt the emerging technologies such as; institutional repositories, vodcasts, podcasts among others to provide better library information services to the external users in their preferred formats, at their convenient time and thus

make the libraries more relevant (Naidu & Constable, 2016). Some studies however show that some institutions in the region even place restrictions on these technologies to limit the costs of bandwidth. Naidu & Constable (2016) further noted that shortage of staff members was another common barrier in a number of University libraries. Amazingly Sub Saharan African Universities pay bandwidth 50 times more their educational counterpart in the western world. This therefore means that access to scientific research information is reduced by 50 times in Sub Saharan Africa compared to the western world (Rotich & Musakali, 2012). This is a clear indication that though the will to provide information to SMEs is there the capacity in terms of resources to provide it is still too low.

Despite the enormous benefits of using mobile technologies for the University libraries' external users, it has been further observed that there is limited application of mobile technologies in many University libraries in Eastern and Southern Africa. For example Kapondera & Ngalande (2016) report that in Malawi Universities are way behind the use of mobile technologies mainly because of the high cost of procuring them, poor institutional ICT policy and lack of skills in mobile technologies.

Challenges faced by the open source movement in this region also act as a barrier to the dissemination of business information to SMEs by University libraries. The open source movement in Africa is hampered by the distribution and management of rights associated with the digital materials managed in the University libraries. Since these libraries don't only manage locally managed materials in their institutional repositories but also offer other commercial and open access scholarly materials and databases, they have to make sure these materials are not used for purposes beyond the degree permitted by their copyright owners (Selemani, Phiri, & Chawinga, 2016). The collective term used for these rights is Digital Rights Management (DRM). DRM is sometimes enforced using ICTs which restrict converting digital works from one format to another. These restrictions may therefore not work in a University library that may wish to serve the business community where users may require conversion of the materials into different formats like from text to audio, graphic, videos and translating this information into indigenous languages.

In a related study in Kenya and Zambia, Chisenga (2012) posits major challenges facing these initiatives as; lack of motivation and incentives for researchers to submit their research works to the IRs, absence of institutional repositories, absence of clear copyright licenses and guidelines and lack of knowledge about publishers on open access (Chan & Costa, 2005). In a nutshell, though the information on research and innovation which can be patronised by SMEs is available the above difficulties curtail libraries in disseminating it to them.

Major Findings

Premised on the above, below are the major findings of the study:

- i) University libraries in the Eastern and Southern African regions have not done much to support small business initiatives, most of their efforts is directed towards supporting teaching and learning of academic staff and students respectively.
- ii) There are however some attempts done under the open access movement, University library institutional repositories, social media and community engagement initiatives. These attempts are largely indirect and passive and require mass awareness and pro-activeness if they are to be seen to bear fruits in the businesses and entrepreneurship endeavours of SMEs.

CONCLUSION

This approach of University libraries supporting business initiative with business research information is a win-win situation. University librarians get the experience emphasising the relevance of the library information resources, and also interact with the local business community with real and practical business problems. "The Entrepreneurs too, get access to expertise and resources they could probably not afford with their small business budgets" (MacDonald, 2010, p. 158). With the glaringly limited public and special library facilities in communities, government departments and the private sector, University libraries in Eastern and Southern Africa are left with no choice but to fill this gap. The advantage they have is that University libraries have the different types of information sources that the small and medium business proprietors can patronise, their human resources can be restructured for this purpose as well as use the available technology for the same. Through their community engagement projects, the University libraries in this region can further play a critical role of supporting this largely informal sector with business and technical information services.

RECOMMENDATIONS

From the above discourse, the researchers came up with suggestions that can be adopted by University libraries as strategies to support SMEs to improve their business initiatives. Through this, it is hoped that University libraries in the region can sustainably contribute to the economic growth of their economies and the region at large. Below are the recommendations of the study:

1. Develop a social media strategy or policy to guide the implementation of how University libraries can use social media to reach the business community and support them with research information.
2. Include this concept in Library and Information Studies curriculum.
3. Modify University library policies with more emphasis on supporting business initiatives through their research units and community engagement.
4. University library policy should be reviewed to provide for Digital Resources Management (DRM). The review should modify the policy to allow conversion of works to diverse and popular formats such as; online institutional newsletters, magazines, photography, internet telephony, wikis, blogs, webcasts and podcasts among others.
5. Equip University library staff with modern skills set that will enable them to easily store and retrieve information and knowledge of the modern age. The required competencies may include skills like; DRM compliance, copyright and legal interpretation, website designing and indigenous language translation among others.
6. Step up advocacy among researchers to appreciate the need to submit their works to IRs without having copyright worries. This advocacy would widely help in disseminating their research works via the internet.
7. Recruit and deploy University business librarians dedicated to community engagement initiatives to avoid burn out.
8. Continuously monitor, and evaluate all University library initiative that support SMEs.

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