

Library Leadership, Strategic Partnerships and Consortium Development

Experiences from Uganda and Africa

Andrew Ojulong, PhD

Librarian, Lira University, Uganda

Executive Chairperson, Consortium of Uganda University Libraries (CUUL)

Intelligence Member, African Views Organisation (AV), New York

Introduction

Academic and research libraries across Africa operate in an environment defined by constrained public budgets, uneven digital infrastructure, and a persistent gap between the availability of, access to, and cost of scholarly knowledge, relative to the resources available to acquire it.

The role of library consortia

Individually, most university libraries on the continent cannot negotiate, sustain, or engage effectively in global scholarly communication policy processes.

Library consortia were created precisely to address this structural weakness by pooling:

**Institutional
demand**

Combined bargaining
power across member
libraries

**Professional
expertise**

Shared skills in licensing,
negotiation and
collections

**Advocacy
capacity**

A unified voice in global
policy processes

Consortia Service Oriented Levels

CUUL analytical Level 1: Inputs

- Financial resources;
- Partnerships;
- Infrastructure;
- Staff expertise.



CUUL Analytical Level 2: Activities



CUUL Analytical Level 3: Outputs



Resources
Accessed



Repositories
Established



Researchers
Trained



Research Outputs
Deposited



Institutions
Connected

CUUL Analytical Level 4: Outcomes



- Increased Resource Utilisation;



- Improved Research Visibility;



- Stronger Researcher Capability



- Improved Scholarly Communication



- Increased Institutional Collaboration



CUUL Analytical Level 5: Impact



Contribution To Research Quality;



Innovation;



Evidence-Informed Policy;



Human-Capital Development;



Knowledge Equity;



SDG Advancement

Consortium Based Knowledge Impact Model



Stage 1



Strategic Leadership

Library leaders
identify institutional
and national
priorities

They position library
services accordingly.

Stage 2: Partnership Architecture



Libraries



ICT Networks



Regulators



**Professional
bodies**

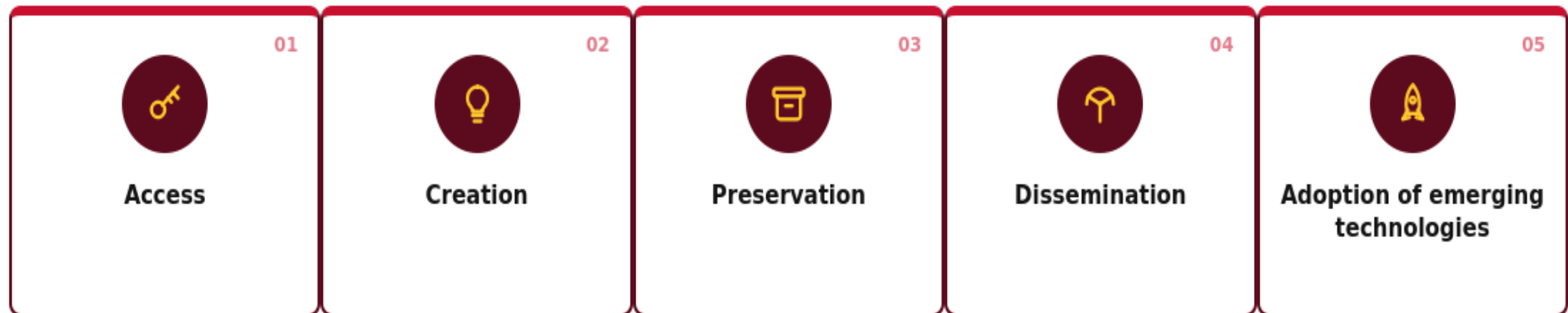


**Development
partners**

Stage 3: Consortium Infrastructure



Stage 4: Knowledge Ecosystem



Stage 5: Development Impact



Key Observation

A library becomes strategically transformative when its leadership moves beyond managing transactions and collections to building partnerships that enable knowledge transfer. Moving beyond collective procurement, it becomes a **developmental knowledge ecosystem** — one where these capacities translate into research, innovation, and equitable access to knowledge.

Consortia should progressively move **beyond access**



- **Research-data** services



- **Research Visibility** and Scholarly-communication



- **Professional mobility** and knowledge exchange



- **Shared analytics**



- **Impact-driven** services



- **Innovation** hubs





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