



**LIBRARY FINANCE IN AN ERA OF INFORMATION AND COMMUNICATION TECHNOLOGY: THE CASE OF UNIVERSITY OF LAGOS AND UNIVERSITY OF IBADAN, NIGERIA**

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**ABSTRACT**

*Finance has impacted all spheres of life and sourcing for adequate fund to provide for library functions and services especially Information and Communication Technologies (ICTs) in academic libraries is most affected due to high cost and maintenance of the various ICTs used in libraries. This study was necessitated to portray the dire need and importance of funding the acquisition and maintenance of necessary Information and Communication Technologies in academic libraries, especially in Nigeria to ensure that library service delivery commensurate with users' expectations in this information age. The study adopted the descriptive survey method for the study, considered the entire 145 library staff of the University of Lagos library and 113 library staff of the University of Ibadan Library. Purposeful sampling of six (6) staff each was undertaken for the study and the use of the questionnaire was adopted to elicit responses from the respondents and retrieved responses were analysed using simple percentages. It was found that government subvention, Tertiary Education Trust Fund, gifts and donations were the main sources of fund for libraries and these available funds were not usually enough to cater for the library's needs in providing ICT compliant services to her information literate audience. Other identified sources of fund for library development include the Internally Generated Revenue from library users' registration, overdue charges and clearance. The study recommended improved approaches to academic library funding aimed at ameliorating the dwindling financial status in administering academic libraries, and these include soliciting from local, national and international agencies/authorities, incorporating service charge and the establishment of consultancy services unit for high rated services for efficiency and effectiveness.*

**Keywords:** *Information and communication technologies, Information age, Academic libraries, Library finance, Fund*

**Introduction**

There is no doubt that finance is the live wire of any system in ensuring sustainability. The emergence of Information and Communication Technologies (ICTs) has greatly impacted on every sphere of academic library activities. "The case of application of modern technology in the library should start with the acceptance of the new technology as vital to the effective performance of the functions of the library" (Ogunsola, 2004, p.1). The library has been identified as a growing organism by the great librarian, Ranganathan and as such, all libraries ought to grow especially with the current ICT trend. Our libraries are struggling to become ICT compliant in service provision, given all the advantages therein. ICTs are "pieces of equipments, networked infrastructure and the associated knowledge and skills for creating, manipulating, transferring and using information or knowledge" (Tihamiyu & Aina, 2008, p.4).

ICTs have characterized the society to the extent that it is now referred to as the Information Age, Computer Age, Digital Age, 21<sup>st</sup> Century and the New Millennium. This ICT era is a period in human history characterized by the shift from traditional industry that the industrial revolution brought through industrialisation, to an economy based on the manipulation of information by ICTs (Kluver, 2010). In this age, modern ICTs are employed in automating libraries' core functions of

cataloguing, circulation, acquisition, reference services, and administration and financial activities. They are also a necessity in making their vast information resources available through facilities and procedures for on-site consultation, lending and document delivery being mindful that it requires a lot of efforts to accomplish any of these activities.

All kinds of libraries, especially the academic libraries, are not exempted from the impact of ICT. Libraries are very much interested in incorporating the latest ICTs in their administrative function. An ICT- driven target academic community requires dynamic, innovative, timely and adequate Information and Communication Technologies (Fatoki, 2005). It also requires a lot of financial resources and this presupposes that while libraries approach a crisis point in financing its routine services, these new technologies offer possible ways to mitigate costs and revolutionize ways to access information (Egberongbe, 2011). ICT innovations have led to re-organisation, change in work patterns, and demand for new skills, job retraining and re-classification of job positions for information providers. Rana (2009) also is of the opinion that technological advancement of the past twenty-five years, such as the electronic database, online services, CD-ROMs and introduction of Internet has radically transformed access to information. These are not easy to come by; they require lots of fund to come into existence. It is then pertinent that the libraries acquires these high technologies and compete meaningfully in the world of information provision not limiting their services because of finance.

Reitz (2004:304) views funding as “the money that supports the daily operations of a library or library system and its capital projects”. Finance, a life wire cannot come from space. “Finance ... involves the management, creation of money, banking, credit, investments, assets and liabilities” (Saunders, 2017:1), and it also addresses the ways in which individuals, businesses and organizations raise, allocate and use monetary resources over time, taking into account the risks entailed in their projects. Library finance, therefore, is the total process or ways the library employs to raise, allocate and use monetary resources over time in funding library projects and services taking into account the risks entailed in their projects. Ubogu (2011),

*noted that funding models for academic libraries vary greatly, depending on whether the institution is private or public, a particular state’s budgetary regulations and funding formulas for higher education and the overall budgetary situation of each university (p.3)*

Ubogu (2011) further explained that the university library is actually the only library with a clear funding policy as they are allocated 10 percent of the institutions annual budget. This he explained emanated from an agreement between the Federal Government and Academic Staff Union of Universities agreement of 1992, as collaborated by Okiy (2005). Mairaj (2012:2) in a study on the applications of ICTs in libraries in Pakistan reported that “due to limited financial resources and lack of guidance, Pakistani libraries face difficulties in selecting or developing suitable software to meet their needs” and also Mutula and Ojedokun (2008) reported that severe financial constraints and inadequate infrastructure were the major problems hindering the development of digital libraries programmes in Africa. Ojedokun (2008) in buttressing this affirms that:

*library automation requires enormous funding due to frequent hardware and software upgrades, increasing cost of subscription to electronic databases, improved services, as well as sustainability of the project. However, many libraries in Africa are poorly funded (p.151)*

The problem of lack in library finance is therefore not peculiar to Nigeria. It is also acknowledged in other African countries. But library management has to forge ahead irrespective of this situation. That was why Vrana (1998, p4) opined that “then, it is easier to demonstrate that there is no substitute for the ICT in many current and future university activities; then, it is easier to approve these costs even in a very tight university budget”. This supports the general saying that “money answereth all things”. Therefore cost is not a reason why libraries, especially academic libraries, will not embark on meaningful projects.

Academic libraries are mainly found in tertiary institutions established to support learning, teaching and research processes. Reitz (2004) sees it as that library that is an integral part of a college, university or other institutions of post-secondary education, administered to meet the information and



research needs of its students, faculty and staff. The daily operations of libraries require competent hands and tools that will handle the functions of running a library to efficiently create and manage its primary function of providing accurate information to target audience as at when needed; set policies for staff and patrons; providing customer service to patrons; and communicating with local community leaders and government.

### **Statement of the Problem**

Preliminary studies have shown that financing tertiary institutions' libraries are bedeviled with some problems and this has resulted in inadequacy of fund for financing computerized library services, and indeed all ICT- inclined service due to high cost and maintenance of the various ICTs used in libraries. This situation has thus necessitated this research to identify ways libraries and librarians can access substantial fund in the provision and sustainability of ICT projects in academic libraries in the libraries under study.

### **Research Questions**

The following research questions were raised to guide this study:

1. What are the services performed with the application of ICT in University of Lagos and the University of Ibadan libraries?
2. What are the major channels of financing ICT projects and other library capital projects?
3. What can academic libraries do to leverage new funding sources?
4. What are the ways of employing ICTs in facilitating fundraising activities in the library?
5. What are the factors militating against financing of ICT projects in academic libraries?

### **Scope of the Study**

This study on library finance in an era of Information and Communication Technology is conducted with two academic libraries: the University of Lagos, Yaba, Lagos and the University of Ibadan libraries and it elicits responses from the Library Heads, administrative officers, the automation or systems librarians and few unit heads because they are closely associated with the antecedents of library finance and ICT application to library functions. This study intends to assess various aspects of financing ICT based services to enable academic libraries meet up more effectively with information provision to their numerous clients that are highly influenced by ICT-based information resources and sources.

### **Review of Related Literature**

Okiy (2010) cited the findings of Akintunde (2006) that revealed that only very few academic libraries such as universities of Benin, Lagos, Ahmadu Bello, Bayero, Ibadan, UNN and Port-Harcourt, and of course Ife and Jos have put facilities in place to drive some good progress in their application of ICT at various levels of their library services. Other libraries that could not contend with the challenges of ICT implementation have lack of fund as excuse.

Library finance in an era of ICT is fraught with challenges, which seem not to have been fully attended to for a long time. Akintunde (2006) suggested that "funding by government (Federal and State), which has been the sponsor of 75 percent of the libraries fund has been dwindling and quite unreliable in the last few years", the resultant under-funding of the libraries has become perennial and may remain so if the national economy does not improve significantly. It must be pointed out that university libraries have not been isolated from the financial problems of their parent bodies (Ogunsola, 2004). Okiy (2010) reported that:

*the funding problems experienced by the Hezekiah Oluwasanmi library of the Obafemi Awolowo University, Ile-Ife, in their efforts towards digitization of their theses, dissertations and newspapers led to sourcing for funding from the Carnegie Corporation of the United States of America and the Association of African Universities. This was because funding from the Nigerian government was grossly inadequate (p.5).*

Hence, the opinions that alternative sources of fund be examined to enable academic libraries have justifiable income that can cater for their needs. Traditionally, one of the basic functions of the library according to Odi (1991) is to match the information needs of users with information contents of documents. Proper performance of this function requires the services of library staff, library facilities and equipment. In this era of ICT, the purpose of establishing a digital library system is to provide users with comprehensive access to digital information and to build a network of knowledge and data. This implies the necessity to create a library environment characterized by computer literate staff and users. Thus, such functions like cataloguing and classification, circulation, and referencing are performed with the application of various ICT gadgets.

Vinitha, Kanthimathi and Devi (2006) outlined that a model academic library, which is ICT-driven would provide the following services to its users regardless of their geographical location: circulation of books; photocopying of articles; online/off-line reservation; user services such as membership registration and query; database searches; interlibrary loans; reference support for subject searches; assistance in using computer facilities and a liaison librarian. Other ICT-related services include user education and training programmes; electronic access to library catalogues, database, internet; current awareness service; listing of new publications received; flexible methods of submitting requests (via telephone, facsimile, email, www post; and electronic reference desk services).

Planning is a fundamental function of management in a viable organization and it also involves financial planning. Financial planning entails the formulation of library budget which reflects the provision “of funds for the activities that will enable the library achieve its set objectives and goals” (Aina, 2004). The library functions require fund to be successfully effected; and the library heads are burdened with developing library budget for the parent institution, having the best interest of the library at heart. They provide financial and budget support to meet the operating needs of each section of the library with broader responsibilities that include:

1. Develop budgets that reflect the parent body’s strategic plans and objectives.
2. Provide financial advice and support on library initiatives recognizing ICT projects that are beneficial to improved service delivery in the library.
3. Initiate or request financial transactions for unit purchases, procurement cards, travel, billings, cash deposits, adjusting journal entries, etc.
4. Provide financial management and reports for grants and other projects from pre-proposal.
5. Manage fund accounting and approve material acquisition invoices for payment.
6. Monitor use of funds to ensure compliance with parent body’s policies.

Aina (2004:283) explains further that budgeting will involve “indicating funds that would be needed for personnel and resources, such as materials and equipment (and) this constitutes the recurrent expenditure” for wages and personnel emoluments, cost of books and journals, purchase and maintenance of equipment, communications- mail, telephone, fax, transportation, outsourcing-cleaning, security, photocopy, binding and the general maintenance of the library building. In the implementation of these functions, the necessary quarters ought to identify the various sources of fund and ways of accessing them.

Accessing fund for libraries basically is determined by the founding body of the library. Libraries follow their institutional policies and mandates regarding budgets as stipulated in the organizational policy statement. Ubogu and Okiy (2011) assert that funding models for academic libraries vary greatly, depending on whether the institution is private or public, a particular state’s budgetary regulations and funding formulas for higher education and the overall budgetary situation of each university. In practice, academic libraries usually involve faculty members in contributing to the library budget as they make suggestions in the selection process for acquisition of materials.

Okiy (2005) asserts that university libraries are the academic libraries with a clearly defined policy on funding as they are allocated 10 percent of the recurrent annual budget of their parent universities, which is an agreement reached in the Federal Government and Academic Staff Union of Universities agreement of 1992. Also Ifidon (1999) attested to the fact that funding of university libraries is a joint effort from government grants, private contributions and gifts, endowments, student



fees and some internally generated revenue through investments, consultancy, photocopying proceeds, fines for overdue books and charges for loan of special library materials.

Ifidon (2006, p.126) also highlighted the place of the Education Trust Fund; now Tertiary Education Trust Fund (TETFUND) as another source of fund to the academic libraries through their parent bodies as it is a “trust fund established under Act no. 40 of 1998 with the objective of using funding with project management to improve the quality of education in Nigeria”. In addition to this source is also the “extra budgetary grant from the Federal government to university and their libraries” (Ifidon, 129). Aina (2004) reflecting on Rosenberg (2001) opined that management of libraries should generate funds from other sources like in the pricing of information products produced in the library, photocopying, consultancy, information searching and training services. He also suggested that libraries should write proposals to donor agencies as most agencies are willing to fund library projects especially in Africa. Zaid (2008) in a study of internally generated revenue (IGR) by university libraries in Nigeria has views supporting the above as she noted that IGR in library became a resort to sourcing of fund to complement government subventions, which is usually not enough for the library needs especially with implementation of ICTs. Moreover, the following are sources/addresses of international agencies that can be approached to finance ICT projects in libraries:

1. **American Association of School Librarians (AASL) Funding Opportunities (ALA)** <http://www.ala.org/ala/mgrps/divs/aasl/aaslawards/aaslawards.cfm>
2. **Association of College and Research Libraries (ACRL) Awards Program (ALA)** <http://www.ala.org/ala/mgrps/divs/acrl/awards/index.cfm>
3. **American Library Association (ALA) Awards and Scholarships** <http://www.ala.org/ala/educationcareers/scholarships/allscholarships/index.cfm>
4. **ALA Grants** <http://www.ala.org/awardsgrants/awards>
5. **ALA Public Programs Office** <http://www.ala.org/ala/aboutala/offices/ppo/index.cfm>
6. **Association for Library Collections and Technical Services (ALCTS) Awards & Grants (ALA)** <http://www.ala.org/alcts/awards>
7. **Association for Library Services to Children (ALSC) Awards, Grants, & Scholarships (ALA)** <http://www.ala.org/ala/mgrps/divs/alsc/awardsgrants/index.cfm>
8. **Association of Specialized & Cooperative Library Agencies (ASCLA) Awards & Scholarships (ALA)** <http://www.ala.org/ala/mgrps/divs/ascla/asclaawards/default.cfm>
9. **Bill and Melinda Gates Foundation** <http://www.gatesfoundation.org/what-we-do/global-development/global-libraries>
10. **International Relations Round Table (IRRT) International Exchanges Resources(ALA)** <http://www.ala.org/ala/mgrps/rts/irrt/irrtcommittees/irrtintexc/exchangessupport.cfm>
11. **Library Leadership & Management Association (LLAMA) Awards & Grants (ALA).** <http://www.ala.org/ala/mgrps/divs/llama/awards/index.cfm>
12. **Libri Foundation** <http://www.librifoundation.org/>
13. **National Endowment for the Humanities** <http://www.neh.gov/grants/index.html>
14. **National Science Foundation (NSF)** <http://www.nsf.gov/funding/>
15. **Reference and User Services Association (RUSA) Awards Program (ALA)** <http://www.ala.org/ala/mgrps/divs/rusa/awards/index.cfm>
16. **Technology Grant News** <http://www.technologygrantnews.com/>
17. **United Nations - Grant Programs for Libraries** <http://www.un.org/depts/dhl/sflib/libmgt/grants.htm>
18. **Wisconsin Department of Public Instruction (DPI) - Grants and Financial Assistance** <http://dpi.wi.gov/grants>
19. **Wisconsin’s Certified Community Foundations** <http://www.wisconsinives.org/foundations.asp>
20. **Young Adult Library Services Association (YALSA) Awards and Grants (ALA)** <http://www.ala.org/yalsa/awardsandgrants/yalsaawardsgrants>

(Adapted from <http://grants.library.wisc.edu/org> , 2017)

Oketunji (2000) and Garcia (2006) identified some pertinent problems that are facing the implementation of ICT in academic libraries in Nigeria. Okiy (2005) and Zaid (2008) identified these problems to include non installation of computer networks (LAN) in libraries, absence of ICT training programmes, inadequate provision of funds and ICT facilities in libraries, poor electricity supply, lack of maintenance and/or high cost of maintaining ICT facilities in the libraries, lack of awareness of ICT potentials by library users, negative attitude of supervising authorities towards ICT facilities, lack of proper planning for ICT in libraries, absence of knowledge of ICT implementation policies, and absence of policy to regulate standards in ICT installations.

### Methodology

The survey method was used as the research design for the study. This was necessitated by the nature of the study as the survey research gathers data from members of the selected population in order to determine the current status of the issue under study. For this study population, focus is on the staff of The library, University of Lagos and Kenneth Dike Library, University of Ibadan, Ibadan: they are both academic libraries owned and managed by the federal government of Nigeria in the South. A purposeful sample size of twelve was drawn from the two libraries (six from each library) comprising the Library Heads, administrative officers, heads of automation/system unit and acquisition librarians and two other librarians that were randomly selected.

The instrument for data collection was the questionnaire which was divided into 3 parts: section A, Demographic variables with five items; section B, Library functions that involve ICT with six items; and Section C with nine items bothers on sources of finance for ICT based Services and factors militating against financing of ICT projects academic libraries? Twelve copies of the questionnaire were administered; six each at the libraries and all were collected after few hours of administering.

### Analysis and Discussion of Findings

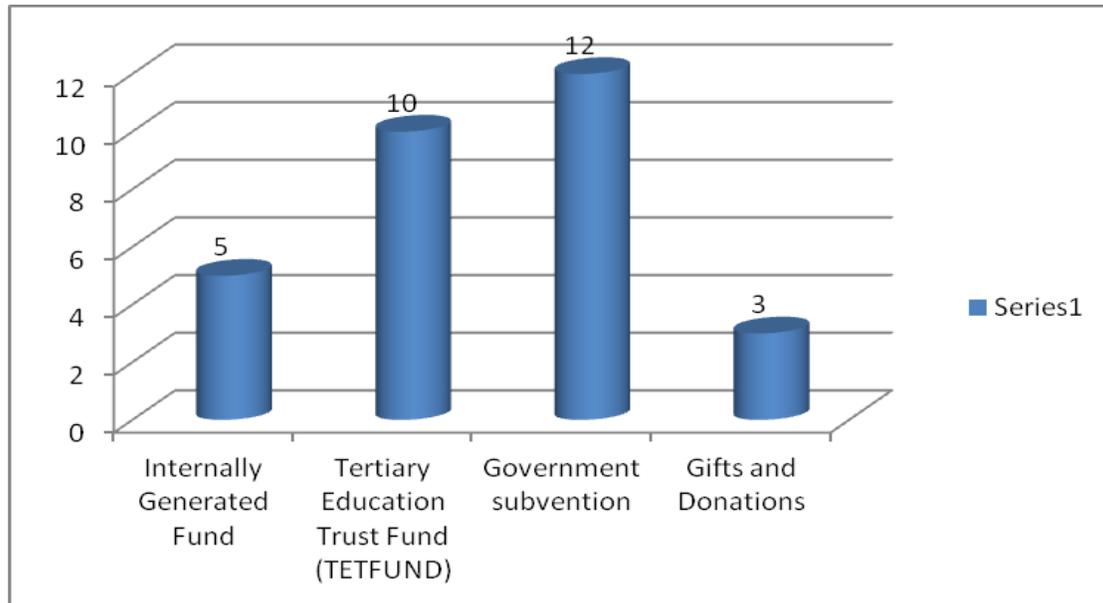
**Table 1: Services provided with the application of ICT in academic libraries**

S/ N	Item statement	Responses (UNILAG)				Responses (UNIBADAN)			
		HP	P	LP	N P	HP	P	LP	NP
1	Current Awareness Services	5 (83.3%)	1(16.7%)	-	-	4(66.7%)	1(16.7%)	1(16.7%)	-
2	Photocopying	6 (100%)	-	-	-	5 (83.3%)	1(16.7%)	-	-
3	Referral services	2(33.3%)	1(16.7%)	3(50%)	-	4(66.7%)	1(16.7%)	1(16.7%)	-
4	Database searches	6 (100%)	-	-	-	5 (83.3%)	-	1(16.7%)	-
5	Users' registration	5 (83.3%)	1(16.7%)	-	-	6 (100%)	-	-	-
6	Charging and discharging	6 (100%)	-	-	-	-	1(16.7%)	1(16.7%)	4 (66.7%)

Research question one sought clarification on the functions performed by academic libraries with the application of ICT and the result as shown in Table 1 showed that the two universities uses ICTs in photocopying, charging and discharging, database searching, users registration, current awareness services (CAS) and occasional referral services. On further probing, it was found that while the University of Lagos Library has been automated and has moved from the use of GLAS to MILLENNIUM software, the Kenneth Dike library, university of Ibadan also have migrated through CDS/ISIS to TINLIB, VIRTUA and presently using an adaptation referred to as the University of

Ibadan integrated library (ILL) software. The respondents of the libraries under review acknowledged that the software in use has modules that captured their various library operations like circulation, cataloguing and classification.

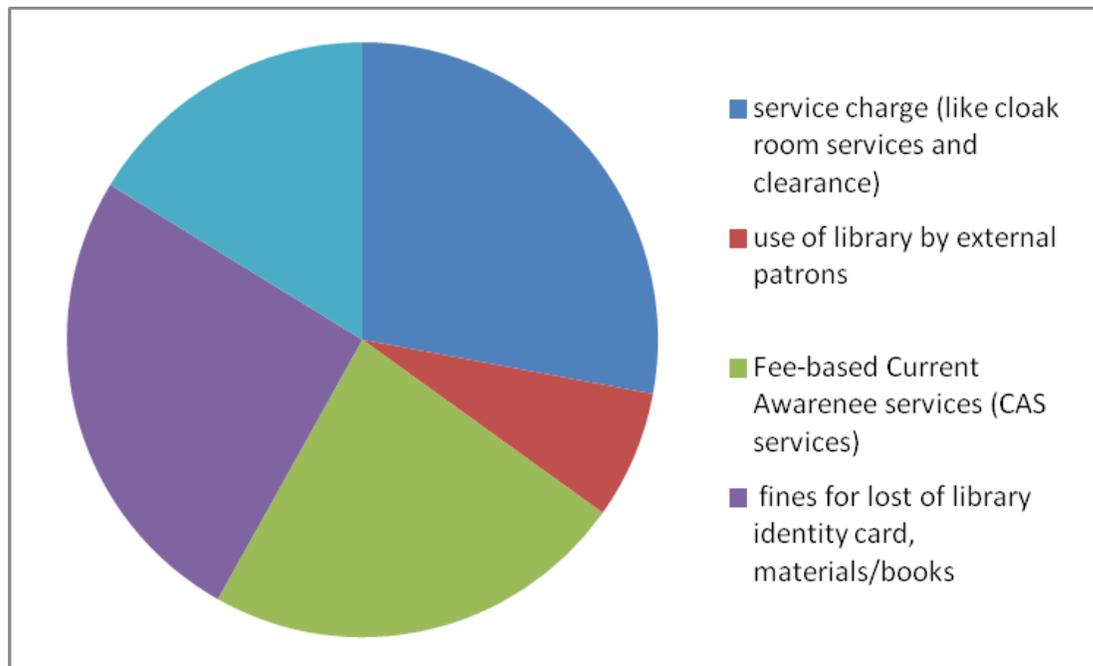
The study sought to identify ways the two academic libraries are sourcing for found in their libraries and Fig. 1 below shows the extent to which each channel is utilized in the libraries.



**Fig. 1: Sources of Fund for Library ICT Projects and other Library Capital Projects**

The results revealed that the main source of fund for the library was the government subvention that gets to the library through its parent institution. Other major source was the Tertiary Education Trust Fund (TETFUND) intervention that was acknowledged in the two institutions studied. This affirms Okiy (2010) that states that many academic libraries have resorted to the use of funds from the Education Trust Fund, a Government Agency, to provide ICT facilities and electronic libraries in their universities. This was not the case of Mairaj (2012)'s study who reported that when the respondents were asked if they received a separate annual grant or financial assistance for ICT equipment and library automation, not a single library received a separate annual budget.

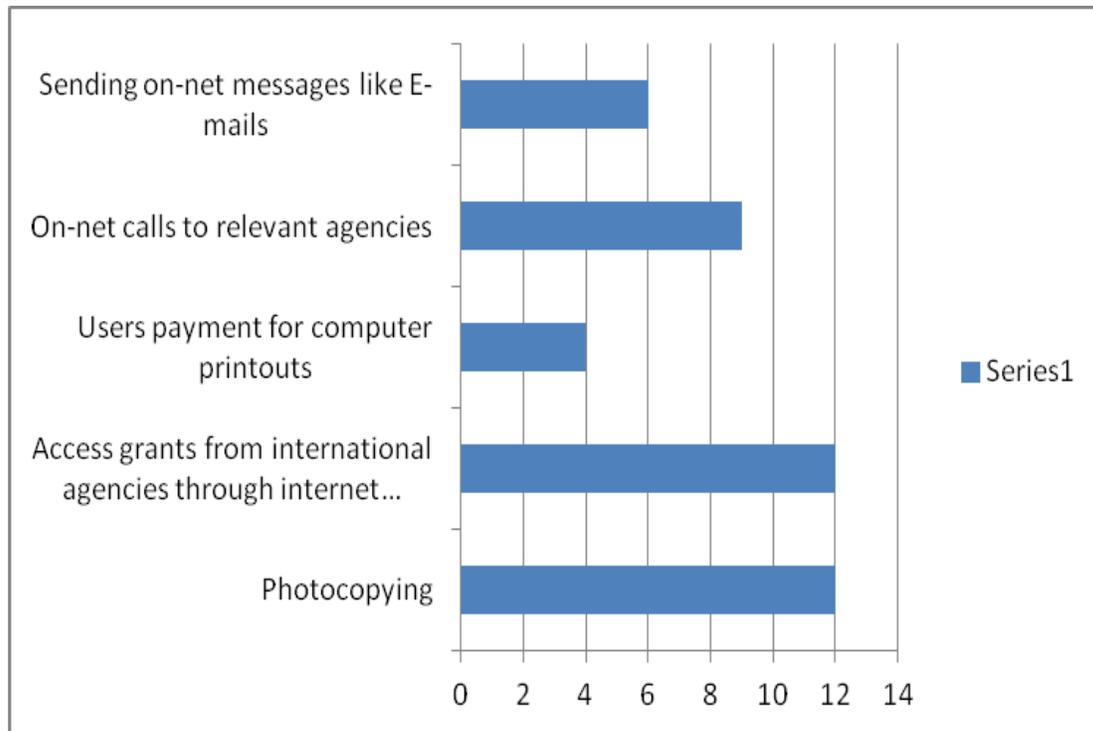
More aptly was the explanation of respondents at the University of Lagos that at the beginning of the fiscal year, the library draws her budget and sends to the Bursary Department of the institution who will invite the Librarian/accountants to defend the budget. After the defense, changes might be made depending on certain factors like the amount available in the institutional purse or the cost/benefit analysis of that particular need. All the same, it was agreed that the money received from management was usually not enough. Not because the money was not up to the agreed 10% but as a result of the library's increased need that are fund bound. Moreover, the respondents showed varying degree of contributions of some in-house sources of fund for library management as depicted in Fig 2.



**Fig. 2: New funding sources**

On the sources of fund to augment the existing ones, the respondents proposed that libraries should enforce service charge like cloak room services, library clearance, use of library by external patrons and CAS services, reasonable fines for lost of library identity cards and materials/books. The libraries should also solicit for financial assistance from many international funding agencies like Carnegie Corporation of New York, Ford Foundation, and Rockefeller Foundation should be involved in the general development of ICT and library services in Nigeria. Such assistance would complement government efforts in pursuit of the overall development of the society.

The study revealed in Fig. 3 that libraries can access fund with the application of ICT through rendering photocopying services, and also access grants from international agencies with interest in libraries of developing countries through internet searches, sending on-net messages like E-mails and on-net calls to relevant agencies. For example, the ALA Grants, Bill and Melinda Gates Foundation, Technology Grant News and Libri Foundation can all be accessed with the aid of ICTs.



**Fig. 3: Ways libraries can access fund with the application of ICT**

Preliminary studies and this present study has been able to reveal that there are certain factors militating against the successful implementation of laudable projects and services in the library scene. Table 2 in this study has been able to highlight some of these factors.

**Table 2: Problems hindering the functions performed in the academic libraries**

**Key:** SA=Strongly Agreed, A=Agreed, D=Disagree, SD=Strongly Disagree

S/N	Problems	University of Lagos, Lagos				College of Education, Agbor			
		SA	A	D	SD	SA	A	D	SD
1.	Inadequate funding	4(66.7%)	1(16.7%)	-	1(16.7%)	5(83.3%)	1(16.7%)	-	-
2.	Erratic power supply	3(50%)	2(33.3%)	1(16.7%)	-	6(100%)	-	-	-
3.	Incompetent personnel	1(16.7%)	1(16.7%)	4(66.7%)	-	2(33.3%)	1(16.7%)	2(33.3%)	1(16.7%)
4.	Lack of proper planning for ICT in libraries	1(16.7%)	2(33.3%)	3(50%)	-	5(83.3%)	1(16.7%)	-	-
5.	Software problems	5(83.3%)	-	1(16.7%)	-	4(66.7%)	1(16.7%)	1(16.7%)	-
6.	Non	-	-	2	4	-	2	3	2

	installation of computer networks (LAN) in libraries			(33.3%)	(66.7%)		(33.3%)	(50%)	(33.3%)
7	Absence of ICT training programmes	1(16.7%)	-	3(50%)	2 (33.3%)	4 (66.7%)	2 (33.3%)	-	-
8	Lack of maintenance of ICT facilities in the libraries	-	-	4(66.7%)	2 (33.3%)	5 (83.3%)	1 (16.7%)	-	-
9	Lack of awareness of ICT potentials by library users	-	1(16.7%)	-	5 (83.3%)	2(33.3%)	3 (50%)	1(16.7%)	-
10	Absence of policy to regulate standards in ICT installations	-	-	4(66.7%)	2 (33.3%)	4 (66.7%)	1(16.7%)	1(16.7%)	-

From Table 2 above, the problems seen to be higher in the College Library, Agbor were erratic power supply 6(100%), inadequate funding 5(83.3%) and lack of proper planning for ICT in libraries 5(83.3%) were grossly hindering the functions performed by the library followed by the absence of policy to regulate standards in ICT installations represented by 4(66.7%) responses. At the University of Lagos Library however, the result showed that software problems and inadequate funding were the major problems that hinders ICTs application in the library functions. This is represented by 5(83.3%) and 4(66.7%), respectively.

From the instruments therefore, epileptic power, inadequate funding, incompetent personnel, management problems and software problems, the newness of automation, relapse to computer literacy due to lack of ICT facilities to practice with, negative attitudes of some library staff to develop themselves and inadequate training channels for personnel to develop themselves were the factors identified to be hindering the application of ICT in the general library routine operations, especially the issues of finance management. This finding corroborates those of Idowu and Mabawonku (1999), Oketunji (2000), Anunobi (2005), Okiy (2005), Garcia (2006), Zaid (2008), and Ebiwolate (2010).

Responses obtained from the respondents as regarding the suggestions for improving on the provision of adequate funding as suggested ranged from the evaluation of automation facilities of the Nigerian tertiary institutions to highly improved access of fund from government subvention, Tertiary Education Trust Fund (TETFUND), while service-charge was recommended for services like library users' registration, clearance, cloakroom service and internet searches to enable academic libraries meet up with financing current developmental trend in this technological age. Moreover, it was also suggested that staff should have exposure to workshops, seminars, conferences and formal training/courses in relevant fields for the overall improvement of library staff that requires competent skills. This supports Rijdt (2011), and Nkanu and Okon (2010) who have suggested basic competency/ skill acquisition level for library staff. Momodu (2015) summed this idea thus, that:

achieving this can be much more attainable when with well-funded academic library and information services, trained librarians capacitated with strategies to



provide services through e-resources in physical as well as remote locations forms (p.118).

### **Conclusion and Recommendation**

The study showed a true reflection of academic libraries that are characterized by bureaucracy, following laid down rules of the founders, allowing “he who pays the piper (to) call(s) the tune” without processes of ensuring quality control of services and sources of information for the customer. It is high time librarians came to terms with this challenge and handle all library functions by themselves only giving room for auditing. Academic libraries in developing countries like Nigeria, have mapped out series of development strategies and alternative sources of fund for library operations that are closely supported by government subventions, TETFUND and the libraries IGR to provide for new technological challenges of procurement of hardware, maintenance and general systems for all routine task of library services and it is believed that suggestions made generally, will be relayed to academic libraries in the country believing they will propel library services onto the super-highway of the new Information Technology Age.

The study therefore makes the following recommendations:

1. Policies that are more encompassing should be developed and implemented to the latter. This should take into cognisance the place of ICTs in providing more effective and efficient services. Generally, efforts that have been previously conceived have been lacking the ability of implementation and follow-ups.
2. Services like current awareness services, cloak room service, research planning, online searching, document delivery, information repackaging and indexing should be fee-based services as a means of generating fund for the library in procurement and maintenance of ICT facilities.
3. Libraries should maintain a consultancy service unit (with subject specialists) that will be charged with the selling of information services. They can specialise in research analysing, directory compilation, publishing, translating, database design, project developing and execution and all allied matters.

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