



CONSULTANCY SERVICES IN FIRST GENERATION FEDERAL UNIVERSITY LIBRARIES IN NIGERIA

SANDRA MWUESE, IGYUVE.

*University Library,
Benue State University Library,,Makurdi,
Benue State
sanwuese@yahoo.com.*

ABSTRACT

The study is on consultancy services in first generation federal university libraries in Nigeria. to identify the nature of consultancy services rendered to these libraries, determining the factors that motivates consultancy services in the libraries, verifying the consultancy firms that work for the libraries, determining the level of satisfaction with services rendered; benefits of offering consultancy services to the libraries; the perceived problems involved in rendering consultancy services and identifying the strategies used for improving the services. Seven research questions were formulated to guide the study. The survey design was used for the study. The population of the study was 306 and the sample consists of 103 librarians and 22 consultants. The study found that the nature of consultancy services rendered in these libraries are mostly in the areas of library automation, retrospective cataloguing and conversion of records, and information and communication technology businesses. Areas like anti theft, indexing, current awareness and digital reference services are not yet fully utilized. Factors motivating consultancy services are: demand for information delivery, to improve on services rendered to users, willingness to pay for services as at when due and technical know-how and that 11 consultancy firms' work for these libraries with most libraries satisfied with the services rendered. It recommended that policy makers should help university libraries to render better services by releasing more funds to help them improve, that libraries on their part should consider the information needs of the users and types of products that they want to buy before engaging the services of consultants.

Background to the Study

The online dictionary for library and information science (2004), Genaway (1992) and Painter (1992) are of the view that a consultant is one who gives professional advice in a specialized field, hired by a library or other institution to analyze a problem and provide professional or technical advice concerning possible solutions especially when the required level of expertise is not available within the organization or the opinion of an outsider is desirable. The National Industrial Chemicals Notification and Assessment Scheme (NICNAS) and World net sees consultancy as the practice of procuring external specialists to provide expert advice and services where staff do not have the expertise or have overriding obligations within a particular field. Babu, Ramaiah, Saxena and Bedi (2007) are of the view that Consultancy in library and information science is regarded as an occupation that is legitimate, professional and respectable



Balikuddembe (2005) and Open System Management cooperation sees consultancy services as tapping talents that are aimed at aiding a person, group, organization, or larger systems in mobilizing internal and external resources to deal with problem confrontation. Consultancy services in library and information science seems to feature prominently among the sources of information that are increasingly taped by information consumers whenever they need information. Consultancy services in library and Information science are gradually transforming libraries helping them to diversify library services rendered to users.

According to the Gower Handbook (1998), the nature of consultancy services rendered to first generation federal university libraries are mostly in the areas of information communication technologies, other areas are abstracting and indexing, catalogue maintenance, binding services, current awareness services, CD-Rom search, database design, online-research services, software and hardware supply, automation of libraries and information systems to mention but a few. Consultancy services are therefore advisory services contracted for and provided to organizations or by clients, by specially trained persons who assist in an objective and independent manner, the client or organization to identify problems, analyze such as a problem, recommend solutions to these problems and help when requested in the implementation of solutions.

The university library is regarded as the heart of the intellectual life of a University. The role it plays in the University is to support the objectives of the University, which is promoting teaching, learning and research. The University library is the nerve centre or the hub around which scholarship revolves. It is an indispensable instrument for intellectual development. A well stocked university library is a storehouse of information, or a record of human experience to which users may turn to for data or information. Jubb and Green (2007) observe that university libraries have for centuries played critically important roles in supporting research in all subjects and disciplines within their host universities or colleges. Oyesiku and Oduwole (2004) assert that in academic communities, libraries are indispensable. Guskin (1996) notes that the use of university libraries promotes active learning, thus contributing to students' ability to think critically and work well independently or in group. An academic environment without a library is tantamount to a person without a brain. The library needs competent hands to help meet up with the demands of the users it serve and if they must give quality services that would satisfy their users, they need to employ certain strategies to help them develop their libraries.

Over the years university libraries in Nigeria have been striving to meet users demands, ensuring that information is of high quality, disseminated accurately and in a timely fashion. Various patterns and trends have been driving the changes in the use of University libraries in Nigeria today. The effectiveness, viability and vitality of university libraries are increasingly at risk. The sophistication of the students and researchers needs makes them to place a lot of demands on the university library as to obtain the needed information. Ifidon (1995) reported that the university library is in a state of transition in terms of resources and users, that many information sources are only available online and in electronic forms, university libraries are faced with the challenges of finding ways to overcome the problems library users encounter when seeking information. The most pressing of such challenges is that of the concept of ICTs such as retrospective conversion from manual to computerization of all library activities and lack of technical know-how. This observed transition make it difficult for libraries to stay on their own but to embrace consultancy services and the wealth of experience they come with.



The importance of consultancy services to university libraries are numerous, they help libraries develop information related technologies and storage devices, which makes university libraries focus on their core objective of meeting user's needs, they help libraries acquire a higher-level and greater range of expertise, they help university libraries to acquire skills and knowledge transfer than they could afford themselves, they help libraries expand the delivery of specialized services within a confined budget, they help libraries obtain access to new markets and product services, they help libraries migrate to new platforms and infrastructure without a drain on resources or capital. In Nigerian university libraries the opportunities for engaging consultants are already knocking on our doors, Libraries need to engage consultants to help train more staff on full time bases on current trends in libraries.

Statement of the Problem

The improvement of university libraries and information services to a satisfactory and sustainable level has been a challenge to policy makers in universities and the university librarians in particular. Hence university libraries have adopted various policies and strategies to improve library and information service delivery to satisfy information and resources needs of their various users over the years. In spite of these measures, university library services in first generation universities measured in terms of quality and relevant collections, timely service delivery and user's satisfaction among others have remained insufficient. Consultancy services are essential for sustainable and satisfactory service delivery in university libraries, Consultancy services are dynamic and rapidly changing the sector of professional services. Jo (1998) is of the view that they enable libraries to focus upon its core objectives of service delivery without distractions. They help libraries migrate to new platforms, they fill an information gap, to be relevant and useful to clients, consultants keep abreast of economic and social trends, that may affect their client business and offer advice that help the client to achieve and maintain high performance in an increasingly complex, competitive and difficult environment.

But how are these demonstrated? How tangible is the linkage between investment in consultancy and the achievement of the goals and objectives of establishing university libraries? The rate of user satisfaction suggests that its potential value is self-evident. Scholars such as Robeson (2007) and Reid (2007) in their studies discovered that services rendered to university library users are largely unmet. As a result most of these libraries need to employ the services of consultancy firms to help them provide better services and continue to be useful to their clients. This is the challenge that prompted this research study. In essence, the study is seeking an answer to the specific question, what is the impact of consultancy services to sustainable and satisfactory service delivery in first generation federal university libraries in Nigeria?

Research Questions

The study is aimed at answering the following research questions:

1. What is the nature of consultancy services that are offered to first generation university libraries in Nigeria and by these consultants?
2. What factors motivate consultancy services in first generation university libraries in Nigeria?
3. What firms offer these services to these university libraries?



4. What is the level of satisfaction of librarians and consultants concerning these services rendered by consultancy firms to federal university libraries?
5. What are the perceived problems facing consultancy services to these libraries and consultants?
6. What strategies can be employed by libraries and consultants to improving the services rendered by these consultancy firms to federal university libraries?

Consultancy Services in Federal University Libraries

Global trends in technological development are increasingly leaning towards the creation of an information society. Libraries are also part of these developments. The quality of services the library offers makes teaching and learning more pleasurable and meaningful. Consultancy services in university libraries help improve a library's organizational goals. They facilitate client learning, build consensus and commitment and help libraries in providing requested information to users. Reasons for engaging consultants in university libraries are numerous. Batty (1996) identified that consultants tells the library how bad a situation is so that the library can decide what to do next, tells the library what should be done to put it right, shows the library how to correct the situation and help staff to do it, corrects the situation and tells your library how to avoid its reoccurrence. Consultancy services to university libraries helps to obtain, manipulate, analyze, repackage and deliver information in a straight forward manner that the information user is seeking as such they help libraries in better service delivery. Consultancy firms render services of various kinds to university libraries, some of them are mentioned below. Abstracting services, Current awareness services, documentation, Inter library loan, Video conferencing, Library automation, Readers services, Retrospective cataloguing, Retrospective conversion, Selective dissemination of information, User education, Organization, Management, Marketing, Public relations, Library related law, Preservation and access, Mobile library services, International professional community, writing of information manual, Book trade and publishing and book binding services, In-service training etc.

Methodology

The survey research method was used for this study. The population of this study comprises all the six first generation university libraries federal Universities libraries in Nigeria and the academic librarians that work in these libraries, According to the websites of the universities under study (2010) the statistics of academic librarians' stands at 295. The population also includes all the 11 consultancy firms that work for these libraries according to the data gotten from the universities. The total population for the study is 306. The sample size consist a total number of one hundred and three (103) librarians, the sample also includes eleven (11) consultancy firms that work for these libraries. The instrument used for data collection was structured questionnaire. The data were analyzed and decisions were based on the item mean scores. If the item mean is greater than 2.5 then the item is significant and would be accepted but if the item is less than 2.5 then it is insignificant and would not be accepted.

Research Question One



What is the Nature of consultancy services that are offered to first generation University Libraries in Nigeria?

To answer the research question above related data on the nature of consultancy service rendered to first generation University Libraries were collected, analyzed and represented in the tables below.

Table 1a Nature of Consultancy Services in University Libraries

| S/N | Nature of service | Mean | Remarks |
|-----|-------------------------------------|------|-----------------|
| 1 | Abstracting Services | 2.00 | Not significant |
| 2 | Library Automation | 2.91 | Significant |
| 3 | Digital reference service | 2.23 | Not significant |
| 4 | Current Awareness service | 1.59 | Not significant |
| 5 | Retrospective conversion of records | 3.23 | Significant |
| 6 | Retrospective cataloguing | 3.32 | Significant |
| 7 | Indexing | 1.66 | Not significant |
| 8 | All ICT businesses | 3.26 | Significant |
| 9 | Virtual library | 1.52 | Not Significant |

From the table above, it can be seen that consultancy services rendered to libraries, like abstracting services, current awareness services, digital reference services, indexing services and virtual libraries have their mean scores less than 2.5 meaning that they are insignificant and consultancy services in these areas are not fully developed hence these services are under utilized. While consultancy services in areas like library automation, retrospective cataloguing, retrospective conversion of records and all information and communication technologies businesses and all have their mean scores above 2.5 as such they are significant and fully utilized, they become the nature of consultancy services offered to Universities in Nigeria.

Decision Rule: If the item mean is greater than the mean (2.50) then the item is significant and should be accepted and if it is less than the criterion mean, do not accept.

$$\text{Criterion mean} = \frac{4+3+2+1}{4} = \frac{10}{4} = 2.50$$

Table1b Nature of Services Offered By Consultancy Firms

| S/N | Service | N | Means | Remarks |
|-----|---|----|-------|-----------------|
| 1 | Antitheft | 22 | 1.68 | Not significant |
| 2 | Library Automation | 22 | 3.136 | Significant |
| 3 | Helping libraries develop specialized services. | 22 | 2.318 | Not significant |
| 4 | Current awareness services | 22 | 1.77 | Not significant |
| 5 | Indexing | 22 | 2.136 | Not significant |
| 6 | Bandwidth | 22 | 3.045 | Significant |
| 7 | Retrospective conversion of records | 22 | 3.136 | Significant |



| | | | | |
|----|---------------------------|----|-------|-------------|
| 8 | Retrospective cataloguing | 22 | 3.000 | Significant |
| 9 | Digitization | 22 | 3.273 | Significant |
| 10 | Virtual library | 22 | 3.273 | Significant |
| 11 | All ICT businesses | 22 | 3.364 | Significant |

From the above table, consultancy services rendered by consultancy firms like Antitheft, helping libraries develop specialized services, current awareness services and indexing have their mean score less than 2.5 meaning that consultancy services in these areas are not fully utilized, while services like library automation, bandwidth, retrospective cataloguing, retrospective conversion of records, virtual library and all information communication technology businesses all have their mean scores above 2.5, which shows that they significant and are highly utilized and also agrees with the mean scores of table 4.3 these services then become the nature of consultancy services offered by firms and first general federal university libraries in Nigeria.

Research Question Two

What factors motivates consultancy services in first generation federal university libraries in Nigeria and what factors motivates consultants to render consultancy services to university libraries in Nigeria?

To answer the research question above, related data on factors that motivates consultancy services to libraries and factors that motivates consultants to render consultancy services to libraries were collected, analyzed and presented in the tables below.

Table 2a Descriptive statistics on factors that motivate the libraries

| S/N | Factors that Motivate Libraries | N | Mean | Remarks |
|-----|---|-----|-------|-----------------|
| 1 | Improve on services offered by libraries | 103 | 2.583 | Significant |
| 2 | Technical know-how | 103 | 3.049 | Significant |
| 3 | Sophisticated level of demand from clients | 103 | 3.175 | Significant |
| 4 | Uniformity of services with other libraries | 103 | 2.00 | Not significant |

The table showed that uniformity of services with other libraries has a mean score of less than 2.5 meaning that it is not a major factor that motivates libraries to employ the services of consultancy firms while to improve on the services, technical know-how and sophisticated level of demand from clients all with the mean scores of above 2.5; meaning they are significant and they now constitute the major factors motivating libraries to engage the services of consultants.

Table 2b Factors that motivates consultancy firms to offer services to libraries

| S/N | Factors that motivate | Mean | Remarks |
|-----|---|------|-----------------|
| 1 | Demand for information service delivery | 22 | Significant |
| 2 | Professional enjoyment accrued from job | 22 | Not significant |
| 3 | Reputation of university | 22 | Significant |



| | | | |
|---|---|----|-------------|
| 4 | Willingness to pay for services as at when due by libraries | 22 | Significant |
|---|---|----|-------------|

From table 2b it can be seen that professional enjoyment accrued from job has a mean score of less than 2.5; showing that it is not a significant factor that motivates consultants to render services to university while demand for information service delivery, reputation of university and the willingness to pay for services as at when due all with mean scores of above 2.5, thus serving as significant factors that motivate consultants to render services to university libraries in Nigeria.

Research Question Three

What firms offer consultancy services to each of these university libraries in Nigeria? To answer the above research questions relative data on firms that offer consultancy services to each of these first generation federal university libraries were collected analyzed and represented in the table below.

Table 3 Consultancy firms that work for university libraries in Nigeria

| S/N | University Libraries | Firms Consulted |
|-----|------------------------------------|---|
| 1 | University of Nigerian Nsukka | Librarians as staff |
| 2 | University of Ibadan | 1. Joint Computers Kompany 2. E-brar |
| 3 | University of Lagos | Systems maintenance |
| 4 | University of Benin | 1. Global soft technology 2. Band universal 3. Gateway communications |
| 5 | Obafemi Awolowo University Ile-Ife | 1. Multison centre 2. Ifronet 3. Ng nog-Nig 4. Mc Arthur and Carnegie foundation |
| 6 | Ahmadu Bello University Zaria | 1. Mc Arthur and Carnegie foundation 2. Ahmadu Bello University consultancy service (ABUCONS) |

From the table above, University of Nigeria Nsukka (UNN), since inception, has not engaged the services of any outside consultancy firm though internal library staff render consultancy services. Two consultancy firms, Joint Computers Kompany and E-brar have worked for the University of Ibadan (UI) In University of Lagos (UI), one firm systems maintenance consultancy provides the services. In University of Benin (UB), three consultancy firms are used-Global Soft Technology, Band Universal and Gateway Communications. In Obafemi Awolowo University (OAU) Ile-Ife, four firms are used; McArthur and Carnegie Foundation, Multison Centre Infronet and Ng- Nog Nig. Lastly, in Ahmadu Bello University Zaria, Mc Arthur and Carnegie Foundation and Ahmadu Bello University Consultancy Service (ABUCONS) are the consultancy firms in charge. Generally, a total of 13 consultancy firms are used by the six first generation federal university libraries in Nigeria.

Research Question Four

What is the level of satisfaction of librarians and consultants concerning the consultancy services rendered to first generation federal university libraries in Nigeria?



Table4a Level of satisfaction of libraries with consultancy services rendered

| S/N | Nature of services | N | Mean | Remarks |
|-----|-------------------------------------|-----|-------|-------------|
| 1 | Abstracting services | 103 | 2.825 | Significant |
| 2 | Library automation | 103 | 3.077 | Significant |
| 3 | Digital reference service | 103 | 2.942 | Significant |
| 4 | Current awareness services | 103 | 2.913 | Significant |
| 5 | Retrospective conversion of records | 103 | 2.825 | Significant |
| 6 | Retrospective cataloguing | 103 | 2.854 | Significant |
| 7 | Indexing | 103 | 2.864 | Significant |
| 8 | All ICT businesses | 103 | 2.728 | Significant |
| 9 | Virtual libraries | 103 | 2.854 | Significant |

From the table above it can be seen that, services such as abstracting services, library automation, digital reference services, current awareness services retrospective conversion of records retrospective cataloguing, indexing services all information and communication technologies businesses and virtual libraries all have their mean scores above 2.5 as such they are significant meaning that consultancy services in these areas are fully developed hence libraries are all satisfied with these services, rendered to them by consultancy firms.

Table 4b: Level of satisfaction of consultants with services rendered to these libraries

| S/N | Nature of services | N | Mean | Remarks |
|-----|--|----|-------|-----------------|
| 1 | Anti theft | 22 | 1.863 | Not significant |
| 2 | Library automation | 22 | 3.500 | Significant |
| 3 | Helping libraries develop specialized storage strategies | 22 | 2.681 | Significant |
| 4 | Current awareness services | 22 | 3.454 | Significant |
| 5 | Indexing | 22 | 3.545 | Significant |
| 6 | Band width | 22 | 3.636 | Significant |
| 7 | Retrospective conversion of records | 22 | 3.545 | Significant |
| 8 | Retrospective cataloguing | 22 | 3.636 | Significant |
| 9 | Digitization | 22 | 3.545 | Significant |
| 10 | Virtual libraries | 22 | 3.545 | Significant |
| 11 | All ICT | 22 | 3.545 | Significant |

Table 4.9 shows that apart from Anti-theft service, with mean score below 2.5, and is not significant, library automation, helping libraries develop specialized services, current awareness services, indexing, bandwidth, retrospective conversion of records, retrospective cataloguing, digitization, virtual library and all information communication technology businesses all have their mean scores above 2.5, showing that they are significant and that all the consultants are very satisfied with all the services rendered by them to University libraries in Nigeria.

Research Question Five

What are the perceived problems facing consultancy services to these libraries and to these consultants?

In answering the above research question related data on the perceived problems facing librarians and the consultants while rendering consultancy services were collected analyzed and represented in the tables below.

Table 5a: Perceived problems facing librarians in engaging consultancy firms

| S/N | Nature of services | N | Mean | Remarks |
|-----|--|-----|-------|-------------|
| 1 | Reluctance to admit that a consultant is needed. | 103 | 3.155 | Significant |
| 2 | Fear of becoming dependent on consultants | 103 | 3.203 | Significant |
| 3 | Fear of excessive fees | 103 | 2.611 | Significant |
| 4 | Insecurity | 103 | 2.621 | Significant |

The table below shows that all the librarians agreed to the perceived problems, with all having mean scores above 2.5, that are significant problems facing librarians in engaging the services of consultancy firms.

Table 5b: Perceived problems facing consultants in rendering services to the libraries

| S/N | Perceived problems | N | Mean | Remarks |
|-----|---|----|-------|-------------|
| 1 | Competition | 22 | 2.545 | Significant |
| 2 | Fear of clients not paying for services | 22 | 3.454 | Significant |
| 3 | Insecurity of clients | 22 | 3.818 | Significant |
| 4 | University’s policy | 22 | 3.590 | Significant |

It was also found that competitions, fear of clients not paying for services, insecurity of clients and university’s policy all having significant mean scores above 2.5, being the problems facing consultants in rendering consultancy services to first these university libraries.

Research Question Six

What strategies can be employed to improve the services rendered by these consultancy firms to federal university libraries and by these consultants?

In answering the above research question related data on the strategies libraries consider in improving services rendered by consultancy firms and the strategies consultants consider before engaging the services of consultancy firms were presented in the table below.

Table 6a: Strategies libraries consider in improving services rendered by consultancy firms

| S/N | Strategies libraries consider | N | Mean | Remarks |
|-----|--|-----|-------|-------------|
| 1 | Using questionnaire to ascertain level of satisfaction of users with services rendered | 103 | 2.572 | Significant |



| | | | | |
|---|--|-----|-------|-----------------|
| 2 | Assessing the library's present condition, resources and capabilities | 103 | 2.970 | Significant |
| 3 | Proper evaluation of consultant's cost and benefits analysis of consultancy services | 103 | 2.621 | Significant |
| 4 | Professional integrity of consultants | 103 | 2.563 | Significant |
| 5 | Cost of services | 103 | 2.126 | Not significant |
| 6 | Level of demand for services by library users | 103 | 3.00 | Significant |
| 7 | Motivation of products | 103 | 3.281 | Significant |

From the above table, using questionnaire to ascertain level of satisfaction of users with services rendered, assessing the library's present condition, resources and capabilities, proper evaluation of consultants' cost benefits analysis of consultancy services all with mean scores above 2.5, all being significant strategies libraries consider in improving services rendered by consultancy firms. It can also be seen that cost of services with mean score less than 2.5; implying a significant strategy libraries use for engaging the services of consultants, while professional integrity of consultants, level of demand for services by library users and motivation of products with mean score above 2.5, being significant strategies libraries consider for engaging the services of consultants. Thus, it can be seen that evaluation to ascertain if services are better, discussing firm's policy with clients and assessment of services by firms, with mean scores above 2.5, are significant factors serving as strategies that the consultants employ in improving services rendered to these libraries.

Major Findings

The analysis presented above has revealed that most of the areas that university libraries need the services of consultants are in the areas of library automation, all ICTs and retrospective cataloguing and conversion of records, while areas like anti theft, indexing, current awareness services and digital reference services are not fully utilized by libraries in Nigeria. Also, all the university libraries under study have engaged the services of a total of 12 consulting firms, while most of the factors that make consultants offer services to libraries, are demand for information delivery and the willingness to pay for services as at when due. On the part of university libraries, technical know-how, the demand for services by library users and the need to improve on their services are what motivates them in engaging the services of librarians while both the librarians and consultants are satisfied with services rendered. It was also found that most of the problems facing librarians in engaging consultants are insecurity, reluctance to admit that a consultant is needed, fear of becoming dependent on consultants. The libraries on their parts, fear excessive fees demand from the consultants, while consultants fear clients may not pay for services as at when due, insecurity of clients and university policies. Strategies used by the university to improve on services rendered included questionnaire to ascertain satisfaction of users, assessing library present condition, resources and capabilities, proper evaluation of cost, level of demand for services, professional integrity of consultants, motivation of products while



the consultants evaluate to ascertain that services are satisfactory, discussing firms policy and the assessment of services by clients.

Conclusion

This study has provided accurate data on the current status of consultancy services rendered to first generation federal university libraries in Nigeria. Before the study was carried out, no comprehensive information existed regarding consultancy services in first generation federal University libraries in Nigeria. The result of this study shows that nature of consultancy services rendered to federal university libraries are mostly in the areas of library automation, retrospective cataloguing and conversion of records and ICT's and these have made services rendered to these libraries to be better and at the same time helped libraries to deliver information to users, the same way other libraries world-wide are doing.

Recommendations

1. In areas that consultancy firms offer services to libraries, library users acquire a higher level of knowledge and delivery of specialized services within a confined budgets that libraries cannot afford to do without as such policy makers should help libraries to do better by releasing more money to help libraries to offer better services to library users by ensuring more efficient utilization of library resources, reducing running costs and providing more effective ways of meeting the emerging information needs of the library preventing the libraries' staff from wearing out as hiring consultants brings in greater expertise making the best use of time by drawing out increased skills.
- 2) The firms that work for university libraries in Nigeria should diversity their services and expand on other areas that even this study has not covered so that these universities can engage them to render services especially areas like antitheft, abstracting services and current awareness services so that library users can benefit from all the services rendered by consultancy firms.
- 3) The major factor that motivates libraries to engage services of consultants is to improve on services rendered to users and on the part of consultants, to meet up with the level of demand for services, as such libraries should constantly engage the services of consultants as the need arises so that information needs of users would be met at all times.
- 4) University libraries should constantly review the types of services that consultancy firms render to them to ascertain their satisfaction before paying and ensuring that their staff are properly trained on how to operate the products or services on delivery before paying the complete fees for services charged. The consultants on their part should always review services to meet the satisfaction of their clients.
- 5) University libraries should see consultants as coming in to fill the information needs of their users and not to be scared of engaging them. They should tell how the true situation of things are and not to hold back vital information that would make consultants serve them better. The consultants should not be discouraged with the attitudes of their clients in rendering services to these libraries while universities should pay for services rendered by consultants timely.



(6) Before engaging consultants, libraries should consider the information needs of the user and types of products that they want so that they would not pay for what is not needed. The libraries should also consider past records of the firms to determine their competence, knowledge and experience before engaging them.



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