# Capacity Building in Prof. Festus Aghagbo Nwako Library at Nnamdi Azikiwe University Awka, Nigeria

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## Abstract

The research work investigated the capacity building and service delivery in Prof. Festus Aghagbo Nwako library of Nnamdi Azikiwe University, Awka. Case study research design was adopted for the study. The population for this study is made up of 67 staff of Prof. Festus Aghagbo Nwako Library of Nnamdi Azikiwe University Awka. There was no sampling size because the population was small and manageable enough for the research. The main instrument used for data collection was questionnaire. The data was analysed using mean. The study found out that the methods used in capacity building in the library are workshop, job rotation, coaching, among others and also that internship is not part of the method used for capacity building. The study also found out that the library provides services such as current awareness, reference services. The problems associated with capacity building in Prof. Festus Aghagbo Nwako library are insufficient administrative commitment, financial problem, and lack of trainers. The strategies for improving capacity building for effective service delivery in Prof. Festus Aghagbo Nwako library are proper funding of capacity building programme, proper staffs' evaluation and good supports from management. The study recommends that the university library should improve on their capacity building programme and the university management should improve on their administrative commitment towards capacity building in the library. The study concludes that library services have been affected by insufficient capacity building.

## Introduction

University library is a library that is established in the university to aid the teaching, learning, research and the entire members of the university community (Ukanah & Usoro, 2015). The university library by its feature is noted to provide a wide range of services in all the areas of knowledge as taught in the parent institution, therefore there should be capacity building for them to efficiently discharge their duties diligently. Since the academic library is established to support the objectives of the university which is to promote teaching, learning and research, it is imperative that it serves the undergraduate, postgraduate, lecturers and other members of the university. All libraries aim to have efficient staff in order to provide a good library service to the users they serve in the university library, Capacity building therefore, is of utmost importance in this regard.

Capacity building (CB) **is** an evidence-driven process of strengthening the abilities of individuals, library as an institution, and library to discharge core functions sustainably, and to continue to improve and develop over time. Universities have distinguishing roles such as storage and dissemination of knowledge, which contributes to national and economic development that will aid the sustainable development goals. It is therefore imperative that the library personnel that are going to be discharging these duties to the library users and the general public need to be properly equipped to carry out these various library services. The importance of capacity building cannot be over emphasised as it helps in improving the skills in the individual and further enhance their knowledge that will help in positive outcome through the library services that will be rendered to the library users.

Library service are the services provided by library personnel to aid and support the user's accessibility of information resources from both physical and virtual storage and to be informed about the materials available in the library, services such as: current awareness; selective dissemination of information; document delivery; repackaging of information; binding and referral services Anyoagu (2007). In other words, Madu and Adeniran (2005) opined that library services are services that are delivered by library personnel to its patrons. Such service deliveries are extensively, effective and efficiently geared toward meeting the information needs

of library patrons.

**Statement of the Problem**

For the library personnel to be able to cope with the changing trends of teaching, learning and research, and for an effective and efficient service delivery, there is need for relevant capacity building activity on regular basis. It is basically accepted that capacity building has come to stay in most libraries, Nnamdi Azikiwe University, Awka is not an exception. However, it has been observed that there has been poor service delivery from the staff to library users in recent times. Users can hardly find solution to their needs from the library staff probably as a result of their lack of capacity building. It seems that the staffs are not well equipped to face the current demands from their users which could be that they are not abreast with the current trends in the profession. It is therefore appropriate for all university libraries to train their staff to enable them fit into the global world. This means that there is the need for capacity building programmes in the university library. It is therefore pertinent to examine the means of the capacity building in the library to ensure that library staff is given the development that will ensure service delivery in the library. One way of doing this is to find out the methods used in capacity building and the service delivery in Prof. Festus AghagboNwako library. Specifically the study intends to:

1. Ascertain the methods used in capacity building in Prof. Festus AghagboNwako Library of NnamdiAzikiwe University, Awka
2. Examine the challenges associated with capacity building in the University Library
3. Proffer solutions for improving capacity building for effective service delivery in the library

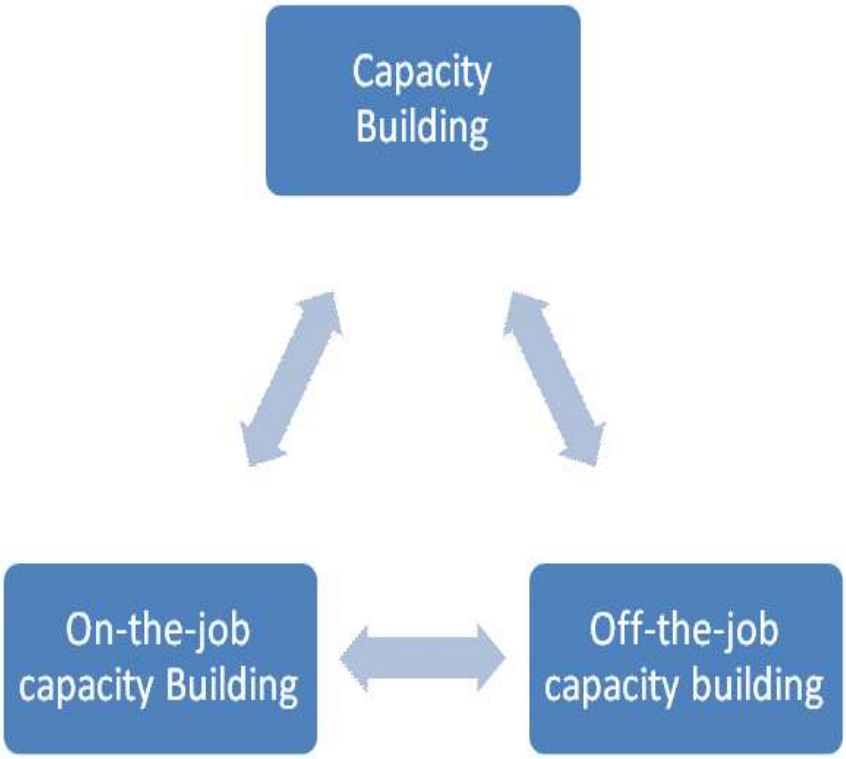
**Three research questions guided the Study**

1. What is the capacity building methods used in Festus Aghagbo Nwako library at Nnamdi Azikiwe University, Awka?
2. What are the challenges associated with capacity building methods in the library?
3. What are the strategies for improving capacity building for effective service delivery in the library?

**Review of Related Literature**

Capacity building can be seen as the empowerment given to individuals,

organizations and library personnel through training and other forms of development to perform functions assigned to them effectively, efficiently and diligently. Capacity building is an evidence-driven process of strengthening the abilities of individuals, organizations, and libraries to perform core functions, and to continue to improve and develop over time (Levenson & Solomon, 2005). Capacity building is a notion that involves individual and organizational learning, which maybe long term or short term depending on the institution and the individual that is undergoing the training , and should be demand driven, at the end of successful conclusion, it contributes to sustainable social and economic development (Edeh&Ogbu, 2006).




There are basically two major categories of capacity building according to Linnell (2008) and there are on-the-job capacity building and off-the-job capacity building.

**On–the–job capacity building:** This is a capacity building programme that is organized on the workers job location. It is a method that is widely used and the simplest method of capacity building. It refers to instructions given to employees

on the job by the supervisor or any other experienced employee (Gall & Renchler, 2005). Using these methods, library personnel are placed on a regular job and taught the skills necessary to get the job done properly. While learning, the trainee is also contributing to the total output of the library. Moghaddam (2009) stated that they are other means of on the job capacity building within the library and they include:

1. Job Rotation, it is a situation in which the library personnel are made to move from one unit of the library to another within the library over a defined period of time. As they move from one unit to another, they gain considerable knowledge, experience and skills that will enhance their service delivery. The duration of the rotation depend on the initiative of the library administrator or the library policy where they exist.
2. Coaching form of capacity building is another method whereby the library personnel are placed under the direct guidance of a supervisor. This trainee is meant to observes and replicate what has been imitated. It has the advantage of allowing the coach to give on the spot feedback to the learners on whether they imitated well or not.
3. Apprenticeship capacity building is usually required for job that is complex and diverse range of skill and knowledge example of such job is the bindery service of the library.
4. Internship offers an excellent opportunity for the learner or trainee to help gain insights into the relationship between theories and practice example is the six months industrial training that our students embarked on, the trainee attends classroom session to acquire the theoretical aspect of the job and later, proceed to the work settings to put to practical what he has been taught in the classroom.

**Off-the-job capacity building method:** This method is organized outside the workers or the library personnel job location. It is usually organized in a development centre or in educational institutions. The objective of this method is to broaden the trainee's job knowledge and experiences beyond what he or she can learn within the immediate job environment. It provides the library personnel the opportunity of interacting and networking with other library trainees and trainers who have different outlook, experience and knowledge from what they see and interact with on daily basis in their work place. There are various types of off-the-job capacity building method according to Varlejs (2007) which includes:

Seminars, workshops, giving talk, lectures in a classroom settings, and continuous professional development program, all these methods of capacity building are meant to impact knowledge and ideas into the library personnel. These individuals, we are all aware has his or her own qualifications and have acquire the certificate that earns him or her present job that he or she is doing. So in essence, this off-the-job capacity building is meant for interactions and exchange of ideas between the trainee and the trainers.

**Methodology**

The case study research design was adopted for this study. The population of the study is 67 which comprised of staff of Festus Aghagbo Nwako Library of Nnamdi Azikiwe University. There was no sampling size as the population was manageable and adequate for the research. The instrument used for data collection was questionnaire. Data collected was analysed with mean. The decision rule is that any mean score below 2.5 was given negative interpretation and 2.5 and above was given positive interpretation.

**Result**

**Research Question 1:** What are the methods used in capacity building in Prof. Festus Aghagbo Nwako library of Nnamdi Azikiwe University, Awka?

Table 1: Methods used for capacity building in Festus AghagboNwako Library

| S/N | Items | X | Decision |
|---|---|---|---|
| 1 | Job rotation | 3.72 | Agree |
| 2 | Coaching | 3.64 | Agree |
| 3 | Apprentice | 3.00 | Agree |
| 4 | Internship | 2.00 | Disagree |
| 5 | Instructional guidance | 3.45 | Agree |
| 6 | Seminars | 3.43 | Agree |
| 7 | Workshop | 3.97 | Agree |

Table 1 showed that six items out of seven items hard a mean score above 2.5 and was agreed and one was disagreed as not method of capacity building in the library with a mean score of 2.00

**Research Question 2:** What are the problems associated with capacity building in Prof. Festus Aghagbo Nwako library of Nnamdi Azikiwe University, Awka?

Table 2: problems associated with capacity building

| S/N | Items | X | Decision |
|---|---|---|---|
| 1 | Insufficient administrative commitment | 3.43 | Agree |
| 2 | Financial problem | 3.31 | Agree |
| 3 | Lack of trainers | 3.40 | Agree |
| 4 | Lack of policy | 3.00 | Agree |
| 5 | Lack of facilities | 3.72 | Agree |
| 6 | Lack of Electricity | 3.63 | Agree |

Table 3showed the problems that are associated with capacity building in Prof. Festus Aghagbo Nwako library. The respondents agreed to all the challenges listed.

**Research Question 3:** What are the strategies for improving capacity building in Prof. Festus Aghagbo Nwako library of Nnamdi Azikiwe University, Awka?

**Table 3: Strategies for improving capacity building**

| S/N | Items | X | Decision |
|---|---|---|---|
| 1 | Well written capacity building policies | 3.43 | Agree |
| 2 | Proper funding of capacity building | 3.97 | Agree |
| 3 | Sufficient training personnel | 3.64 | Agree |
| 4 | Qualified experts | 3.45 | Agree |
| 5 | Identification of staffs needs | 3.84 | Agree |
| 6 | Proper staffs evaluation | 3.79 | Agree |
| 7 | Good supports from management | 3.72 | Agree |

Table 4showed that the respondents agreed to all the items listed on the table as strategies for improving capacity building for effective service delivery in Prof. Festus Aghagbo Nwako library.

**Discussion of Results**

The findings revealed that the methods used in capacity building in Prof. Festus Aghagbo Nwako library are job rotation, coaching apprenticeship, instructional

guidance, seminars and workshops and this was in line with research carried out by Linnell (2008) on the job building capacity methods. This was also supported by the study carried out by Moghaddam (2009). The use of internship method was not part of the method used as on the job capacity building in the library.

The findings from this study also showed that there are challenges that militates against the capacity building in Prof. Festus Aghagbo Nwako library and these findings were in agreement with the study carried out by Abba and Dawha 2009; Ajibero, (2010) as stated in the literature reviewed that, funding, capacity building policies, lack of adequate trainer, attitude of library personnel toward change, inadequate library facilities, and electricity are the major challenges coupled with the university management teams commitment towards the development of library personnel which this study corroborated.

The result of this study reveal that there are various strategies that will be employed to tackle the challenges that hinders capacity building in the university library. These are in line with the study carried out by Ajibero (2010) which stated that adequate funding, assessment of library staff to know when there is needs for capacity building, sound policy on capacity building put in place, have qualified trainer who can help to train others, have good support from the university management and to have adequate library facilities that will help in staff capacity building. This is true because from the study the staff in the library agreed to all the items listed which indicated that if provided with the necessary capacity building, they will be more equipped.

**Recommendation**

Based on the findings of this study, the researchers recommend that the university management should pay more attention to the needs of the library by allocating adequate finance to acquire the needed facilities in the library. Also capacity building for library personnel is utmost important as they have to deal with challenges of innovations that is taking place in the profession. The library management should also ensure that they carry out on the job training as that will also improve the service delivery in the library and cost little or nothing as regards the training.

**Conclusion**

The researchers concluded that staff should be giving training on the use of OPAC

so as to help user or serve users with it, as it is an online catalogue, there should be constant power supply in the library for the facility to be in use.

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