A COMPARATIVE STUDY OF THE PAST AND PRESENT LIBRARY SYSTEMS OF KADUNA STATE AND BENDEL STATE

BY

Koshare Clark Omo-Udoyo (Mrs)
B.L.S., Cert Ed. (A.B.U., Zaria, 1972)

A THESIS SUBMITTED TO THE DEPARTMENT OF LIBRARY SCIENCE, FACULTY OF EDUCATION, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF LIBRARY SCIENCE (M.L.S.) DEGREE

DEPARTMENT. OF LIBRARY SCIENCE,
AHMADU BELLO UNIVERSITY
ZARIA, NIGERIA

1978

TABLE OF CONTENTS

		Page
Preface		1
Acknowledgements		ii
Dedication		iv
CHAPTERS:	I Introduction	1
	II Historical Development ...	11
	III Policy Making Machinery ...	23
	IV Staff	43
	V The Library Budgets	74
	VI Administration of the Libraries	88
	VII Summary/Conclusion	97
Bibliography		104
Appendices		108

This research project has been read and approved as meeting the requirements of the Department of Library Science, Ahmadu Bello University, Zaria for the Award of Master of Library Science (M.L.S.)

.....
Research Project Supervisor

Stephen Harrison
.....
Research Project Supervisor

.....
External Examiner

ACKNOWLEDGEMENT

I am grateful to many for encouragement and support in the research project leading to the completion of this investigation. My thanks go to Professor R.C. Benge and Mr. S. Harrison, my supervisors, counsellors and readers for their valuable suggestions. Professor Benge, in particular has helped to provide the course of study and the encouragement necessary for the research project. I owe a special debt to both of them who always had time and patience to offer their critical evaluation of the project. Their unfailing interest and patience in supervising this project has gone beyond what a student could expect from supervisors.

I am grateful to my employer, the Bendel Library Board, Benin City which awarded me In-service-training, thus making it possible for me to engage in advanced education to carry out this study. Particularly, I should mention the Director, Mrs. Winifred Onyeonwu for allowing me time off from the library. To her and the Board I register my deep appreciation.

I also thank Mr. Joseph A. Aghoja, my colleague who with the co-operation of some of my other colleagues in Benin City furnished me with extra information necessary for the write

up of this project.

I would also like to express my gratitude to our family friends, the Ejikos - Emmanuel and Esther who accommodated me at the beginning of my course-work and who also made my stay (January, 1977-1978) a happy one, to my cousin and his wife the Bozimos - Henry and Doris who as relations gave my children and me the affection we badly needed, to my young brother - Captain Henry Udumenbrayen Clark who took great care of my children and me throughout my stay (both in Kaduna and Zaria) and for looking for accommodation day and night for us, and to his course-mate - Captain G.A. Kpamber who gladly hosted us in the Nigerian Military School premises when it was impossible to secure accommodation in town. To them I say, I am grateful.

Lastly, but not the least, I should thank my husband, Mr. Joseph Omo-Udoyo for allowing me to come for the course, though reluctantly. To him I say, thank you, I am grateful.

Dedicated to my children -

Omokenu, Onoriode, Okiemute, Oberuomo and

Onajite (Osharebono) and others that might

yet be born.

CHAPTER I

I N T R O D U C T I O N

Background - In comparing the organisation of Kaduna State Library system and Bendel State Library system, it is necessary and important to touch very briefly on their backgrounds. This will give us an insight as to why there are differences or similarities. There is much available background information on these states but it will be touched on briefly as this is not the place to write extensively on it.

(a) Geographically, Kaduna and Bendel States are in the tropics, but while Bendel State like other states in the south experiences a prolonged rainy season, humid climate and relatively short dry season, Kaduna State in the north has a long dry season of scorching sun, a few months of rains and a long harmattan between the months of December and April.

Kaduna State occupies a vast area of 27,108 sq. mile with 151 persons per sq. mile, whilst Bendel State occupies a smaller area of 14,922 sq miles with 170 persons per sq. mile.

(b) Culturally and socially, more than 80% of the population of the two states are farmers and live in rural areas. But, while Bendel State tends to have more urban centres, which are thickly populated and more advanced socially, Kaduna

State has opposite characteristic features.

(c) Politically, Bendel State is still more advanced because not until recently, was the franchise extended to women in Kaduna State.

(d) In matters of religion, the two states are poles apart, for while Kaduna State is predominantly moslem, Bendel State is mainly Christian.

(e) Educationally, Bendel State tends to be more advanced than Kaduna State, as far as western type of education is concerned. From available statistics for post primary schools in both states, estimated for 1980 in the Third National Development Plan 1975-80, Bendel State envisaged 158,846 students enrolment whereas North Central State, Kaduna State envisaged 84,932 students enrolment.

(f) Development - Kaduna, the headquarters of Kaduna State was the headquarters of the then Northern Region and again that of the former North Central State. It was and perhaps still is the most developed seat of the northern states, and by virtue of its being the headquarters it has many well developed infrastructures and services such as roads, courts, educational institutions, medical services, "libraries", post offices and postal agencies, etc etc. Thus, as the headquarters it was well developed socially, politically and educationally unlike most other towns of the State.

Bendel State's headquarters, Benin City, although well developed, is not developed at the expense of other urban areas such as Warri. The infrastructures in Bendel State tend to be relatively well spread. Thus the lopsided distribution of infrastructures is not as pronounced in Bendel State as in Kaduna State, and the social, political and educational outlook is more evenly spread.

Inception of the Libraries:

The British Council was instrumental to - and the brain behind the establishment of the library as the Northern Region Library. This is seen from the sum of money, books donated and professional advice and personnel services given. The library can be said to have started in 1952, being the nucleus of the former Northern Region Library. Its Central Library in Kaduna comprises the Kaduna Lending Library, Children's Library, Reference Library, and six branch libraries in divisional area headquarters (formerly administrative area headquarters) - Funtua, Kafanchan, Birnin-Gwari, Duara, Dutsin-ma, and Kachia. Zaria branch is under construction. Unlike Kaduna State Library where the British Council played important part in its establishment, Bendel State Library had no such assistance. For a long time there was no library of any reasonable standard in Bendel State (then Midwest State). The library started from humble and rather uncertain beginnings until the Midwest State Library Board Edict,

1970 promulgated its existence in 1971 (Edict No. 4 of 1971). This was under the directorship of the late Mrs. P. Harris. Now there is the Central Library at the State's headquarters comprising the Lending Library, Children's Library, Reference library, mobile libraries, and nine branch libraries at Orerokpe, Bomadi, Igarra, Warri, Ughelli, Agbor, Asaba, Ogwashi-Uku and Oleh, all functioning as divisional headquarters.

After the changes from Northern Region Library in 1967 to North Central State Library, and in 1976 to Kaduna State Library, the library had to consolidate its services. With the establishment of the Library Board much is being done, eg. the building of branches at Saminaka and Malunfashi, and especially with the branch libraries serving other parts of the state. Bendel State Library, on the other hand, had no changes and therefore consolidated its services right from the start.

Kaduna State Library Service, unlike Bendel State Library Service has been of interest to many practising librarians and students. Many have written on the library development, the N.A. reading rooms, the library services and so forth. Mrs Joan Allen (formerly Miss Joan Parkes), one of the pioneer librarians of the former Northern Region Library wrote extensively on the library and the N.A. reading rooms.[1]

S.B.Aje, an expert and the director of the National Library, in his M.A. thesis, treated the N.A. reading rooms.[2] Most recent of the writings on the Kaduna State Library were those of the present librarian, J.A.O. Fasoyi[3] (1976), M.S. Onye[4] (1976) and some B.L.S. theses[5]. But not much has been written on Bendel State Library, perhaps because of its late start. A B.L.S. thesis[6] (1977) and an M.L.S. thesis (1977)[7] are a few examples of the little literature on Bendel State Library.

The brief history derived from articles, monographs and theses dealing in general with Kaduna State and Bendel State Libraries revealed that so far not much has been written on the organisation of the libraries, an important aspect of a library system. Many authorities have recognised this fact and have therefore stressed the importance of teaching it in library schools They have stressed that one of the striking features of the recent literature on library science has been the growing interest in organisational procedures in libraries. As pointed out by J. Cloke[8] "From experiences gained in applying management techniques in London Borough of Bexley Library... techniques can be used to improve management performance. The techniques most proved in practice are: work study, organisation and methods, and operational research".... Also D.H. Borchardt,[9] an expert on library

services, commented as to the importance of organisation:

"A library adviser should be acquainted with organisational principles of all types of libraries". Likewise, B.F. Weaver[10] concludes that "...libraries should make use of what industry has learnt to increase efficiency and organisational effectiveness".

With the growing organisational complexity of libraries and continuing developments in knowledge, organisational structures and patterns became paramount. What is the organisational structure of the library?

Definition of term

By organisation here, is meant the interrelating sub-division of work or aspects of the structure of a library. It does not mean administration.

Problem: From the above literature survey therefore, it can be seen that very little has been written on the organisation of both Kaduna State and Bendel State Library systems, an area where attention could be focussed. With the growth of both libraries and the expansion in form of branch libraries in the rural areas, i.e. the proposed network of branch libraries throughout Kaduna State (seventeen in all), the school library service and the corresponding network of rural library services in form of branch libraries, mobile libraries, boat-library (for the riverine areas), hospitals, Schools, Remand Homes and Prisons Libraries

embarked on by the Bendel State Library, organisation becomes complex. The problems to be investigated therefore are:

1. the organisational structures of Kaduna State Library and Bendel State Library - What are the structures?
2. how are the staff organised, etc.?
3. what are their relationships with the ministries?

This study has been designed to provide a comparison of both library systems.

Scope: The study is specifically on Kaduna State and Bendel State though there are 19 states in Nigeria. The choice had to be limited to these two states so as to deal with the problems more exhaustively and to make adequate comparison. However, much of the past literature of Kaduna State was related to the former Northern Region Library becuase the early account cannot be neatly separated.

Objectives of the study - The major objective is to study the present organisational structures of both libraries. The second objective is to review the past structures and compare both past and present structures of both library systems. The third objective is to offer possible suggestions for improvement.

Significance of the Study: - With the creation of more states in the country more libraries are being established, and therefore more organisational problems. A detail comparative study of the organisational system of Kaduna State Library which was the nucleus of the old Northern Regional Library and the former North Central State Library with all its changes, and Bendel State Library, a very young library will act as two contrasting models to the newer states, and for other developing countries whose librarians are just beginning their careers. Also as every librarian now tries to understand the operational structure of his institution, a study of this type may be useful to him. It is hoped that the authorities of Kaduna State Library and Bendel State Library might derive some mutual benefits from this information and the Ministries of Information (Kaduna) and Education (Benin) responsible for their state library services will find this useful. Further more, it is hoped that students of library management might find it of value.

Method:- The method entailed a combination of survey and documentary investigation. Relevant literature on Kaduna State Library, Bendel State Library and organisation of libraries generally have been examined and cited. The following sources provided the data for the study:

(1) Interviews - These were based on prepared questions (Appendix 1). Two groups of people were involved - (a) the library officials
(b) the ministries' officials

(2) Official documents of the libraries were consulted (See bibliography)

(3) Other sources, as listed in the bibliography

(4) Also visits to the libraries on working days were carried out and discussions were held with the libraries and ministries officials.

These methods were designed to obtain information about:

(a) Organisational structure of the libraries

(b) Personnel

(c) Library finances

Limitations:- Inevitably, whatever methods are used some "inside" information is not available. It was not possible for the writer to use information from confidential files and also authorities are not ready to talk about matters they believe are secret and confidential.

REFERENCES - CHAPTER I

[1]Allen, Joan (Nee Parkes). The public library and N.A. reading rooms in Northern Nigeria. WALA News. Vol.4 (1) 1961-62, p. 4-10.

[2]Aje, Simon B. Backgrounds, status and plans for library development in Nigeria. University of Chicago, M.A. Thesis, 1963, Microfilm, Box 538.

[3]Faseyi, J.A.O. "Library service in the North Central State. The past, present and future." (1976) Mimeographed public lecture. 4p.

[4]Onye, M.S. New library systems in the Northern States: Creating a stable infrastructure for public library development. (Conference paper) Library Notes, Vol. 10. p. 38-45.

[5]Kyumen, David. The administration of Kaduna State Library. B.L.S. Thesis, A.B.U. 1976.

[6]Seriki, P.S. Bendel State Mobile Library Services; an evaluative study. B.L.S. Thesus. A.B.U. 1977.

[7]Osiobe, S.O. An evaluative study of Warri Branch Library. M.L.S. Thesis. Ibadan, 1977?

[8]Cloke, J. Some management technique in a London Library. (IN: Studies in library management. Vol.2; ed. by G. Holroyd. London . Clive Bingley, 1974. p.54-75.)

[9]Borchardt, D.H. Library services in underdeveloped areas. J. Educ. Librarianship 9(2) Fall '68. p. 123-133.

[10]Weaver, B.F. Needed: Libraries that are more efficient and more effective. Cath. Lib. Wld. 46(4) Nov. '74. p. 162-164.

CHAPTER II

HISTORICAL DEVELOPMENT

The historical development of the two library systems cannot be traced without touching briefly on the history of public library development in Nigeria. Public libraries in Nigeria when compared with public libraries in developed countries are new developments. Even as recently as the early 1940s there were no records to show the existence of public libraries in the country. It was not until in the 1950s when Organisations such as the United Nations Educational, Scientific and Cultural Organisation and the British council started their Pilot Projects in some towns in the country that public libraries in the modern sense came into existence.

1. EMERGENCE OF THE EARLIEST FORM OF PUBLIC LIBRARIES IN MID 1940s

There were no public libraries in Nigeria in the early years as literature reveals, though private libraries such as that of Henry Carr (which the University of Ibadan subsequently acquired) existed. The earliest evidence of "public libraries" in Nigeria was in the mid 1940s, the World War II years. During the World War II, Nigerians throughout the country were enthusiastic to seek information and collect news about the progress of the war. Thus, suitable and convenient places were found for this purpose. These places were stocked with radios, "aladin" lamps and overseas newspapers and therefore became information centres where people listened to news in the evenings after the day's labour about the progress of the war. These centres were found in both the urban and rural areas throughout the length and breath of the country, so that information could be disseminated among the literate masses who in turn pass the news of the war to their illiterate fellow countrymen.

In this way, the war news centres became rudimentary public libraries and, after the war years most of these centres turned to be what were popularly known as the Native Authority Reading Rooms (later became Local Government Reading Rooms).

REGIONAL LIBRARIES IN THE 1950's: During the 1950's, public library services developed unevenly in the Northern, Western and Eastern Regions

As we have it on record, public library development was fairly rapid in the Eastern Region, because it was one of the first places in which the United Nations Educational Scientific and Cultural Organization experimented with its pilot project on library service development in Africa. Also, the library service was established by the then Eastern Region Government, setting up a statutory Board in 1955. The central library was at Enugu and it had four divisional libraries in Port Harcourt, Ikot Ekpene, Umuahia and Onitsha and three branhhes in Calabar, Aba and Owerri. There was active mobile library service to selected urban and semi-urban towns of the region. Thus one could see that the East had a reasonably regionwide service despite the limited financial resources and poor road conditions.

In the former Western Region, out of which Mid-Western State, now Bendel State was carved out, a public library existed at Ibadan though it was in form of a reading room. When the British Council started to encourage public library services, reading rooms in the region were absorbed and later there were public libraries all over the Region, The Mobile library was very active in the late 1950s. However, the library service had no Edict and it was under the Ministry of Education, the Librarian being responsible to the Permanent Secretary.

The public library service in the Northern Region started in 1952 at Kaduna and was temporarily housed in Lugard Hall. It served the community, and many institutions such as secondary schools and teachers colleges. There was also a form of book box service to serve areas far removed from the mobile library service.

Lagos had two public libraries though they were on subscription basis. These were the Municipal Library and Lagos Library.

NEW ERA OF LIBRARY DEVELOPMENT - 1960's/70's: It seems remarkable that public libraries were able to grow at all in Nigeria during those early years because of several obstacles which hindered their development. These were finance, lack of trained personnel, apathy from the community, meagre library facilities, and various other problems which deterred the development. The early public libraries were little larger than the reading rooms and, moreover they were both poorly stocked and manned.

It was not until in the late 1960's and in the 1970's that a new wave of library development began in the form of the State Libraries, set up by Statutory bodies. The political changes brought about by the creation of twelve States in the Country in 1967 ushered in this development. Each State had then to draw up library programmes suitable to meet the peculiar situation of the locality, although the Midwest Region had no library. The Kaduna Library which was the nucleus of the Northern Regional Library for the North became the North Central State Library. It had branches in Bida, Sokoto and Maiduguri.

Meanwhile, by 1970, Midwest State was thinking of a library service. This wasstarted later under a statutory body in 1971 by the Library Edict as mentioned earlier on in page four.

In 1976, there was a further political change which brought in the nineteen state structure. Quite a large number of these states now aspire to establish a state library backed up by a statutory board. Several have started very well, though others are still istruggling to get things started. Bendel,Rivers, Cross River, Imo and Anambra States are some of the states which have established library boards and are functioning. Kaduna State has also inaugurated its statutory board though it had not started functioning by March, 1978, when this research was in progress.

From the brief foregoing historical background it is obvious that library service had had some considerable attention in Nigeria.

11. LIBRARY SURVEYS IN BENDEL AND KADUNA STATES The only one of the dienwe Regions which was without a library service was the Midwest. But a report on its "library needs" was prepared by Messrs Bunton and Holcroft of the British Council in 1969.[11] In 1970, Professor and Mrs. John Harris prepared a report on the Library Service in the then Mid-West. This brought about the establishment of Midwest State Library as a result oftheir recommendations.

Library surveys in Kaduna State started in the sixties unlike in Bendel State. It became clear to the then Northern Regional Government that its libraries were not functioning properly, but the government needed concrete information beforeit could do something about them. It was only a survey that would reveal the problems, and this was why F.A. Sharr, a state Librarian in Australia was invited through the special Commonwealth Africgn Assistance Plan to make his report.

He visited 30 post primary and primary schools and found that the

libraries in their entirety, ranging from the purposes for their establishment through their daily administration, he made his recommendations in his report, "The Library Needs of Northern Nigeria."[12]

In 1966, two other surveys came out, one on Teachers Training Colleges and the other on Secondary Schools in the North. These surveys supplied statistics on staff, space, bookstock, finance and library hours.[13] The information was compared with minimum standards and it revealed the grossly inadequate provisions for school libraries.

After these surveys, there was a period of quiet. Neither the government nor librarians nor teachers did anything to improve the situation; school libraries, where they existed, were in a shabby condition. Many schools did not have libraries at all. The primary schools were worse off. There was talk of expansion in all the nineteen states in matters of schools and industries, but nothing was said about libraries.

INTEREST SHOWN BY THE INSTITUTE OF EDUCATION AND THE DEPARTMENT OF LIBRARY SCIENCE, AHMADU BELLO UNIVERSITY

It was at this stage that the Institute of Education, the Ahmadu Bello University Department of Library Science and the Northern Division of the Nigerian Library Association took up the challenge.[14] In a meeting held on 1st May, 1974 by the representatives from the Institute of Education and the Department of Library Science of Ahmadu Bello University and the Ministries of Education in the Northern States a decision was taken on a school library service. It was here the idea of a formal school library service was born.

The Institute of Education by law is a consultant on school library services. One of its functions runs thus:

> "The Institute acts in an advisory and consultative capacity to the Ministry of Education of the Northern States in any matter pertaining to Education... It provides consultant and other services for the improvement of school libraries."[15]

The present Institute of Education Librarian, Mallam Mu'azu Wali continues to intensify the activities of the Institute towards organising better school library services in the states. He told the writer that a workshop was coming up early in 1978, to give library attendants some knowledge of library work, and to serve as an orientation course for the new library attendants in schools.

cation in the Northern States.[16]

OUTSIDE INFLUENCE ON THE TWO LIBRARY SYSTEMS

British influence was paramount in the formation of Kaduna State Library Service. Apart from assistance in the form of book gifts, secondment of personnel, monetary aids and professional advice, British influence was seen in the type of service given. For example, library services with boxes of books were characteristics of British County Library Services. These book boxes were prominent in the Native Authority reading rooms and the school library service of the state.

Whereas in the former Northern Region the Regional Library indirectly controlled the Native Authority reading rooms, possibly because it was set up to assist the Native Authority in developing their reading rooms into public libraries, the then Midwest Region had no Regional library to control the Local Council reading rooms. They were independent and developed at their own pace, depending on how much money the councils had to spend on books. While the British Council involvement in the setting up of the Northern Regional Library gave evidence that stimulation and financial help were necessary to bring about initial establishment of library services, the then Mid west Region had no such incentives.

The Northern Regional Library assisted the Native Authority reading rooms by loaning them up to 200 books for a period of three months. However, this was never so with the council libraries of Bendel State, and it was only of recent that Bendel Library Service had a donation from the British Council Library in Benin City of the bookstock, and the British Council Library staff who were absorbed into the Bendel State Library in 1975 when British Council folded up its library service in the State.

ORGANISATIONAL STRUCTURE OF THE TWO LIBRARY SYSTEMS

ORGANISATION Organisation as defined in page six is the interrelating sub-division of work or aspect of the structure of a library. It is the grouping of activities on a rational and hierarchical principle to factilitate management and communication. Clear channels of communication permit the flow of directives and decisions throughout the organisation and, conversely, permit information to flow back to the director, thus enabling him to monitor activities. Also, this same

procedure contributes to sound decision making, for decisions should depend to a large degree on sound factual information. Such information when analysed and exposed to the acute judgement of a skilled administrator and his advisers, should produce sensible decisions. This is important and relevant to the two library systems treated here as indeed to any library system in the world.

Studies reveal that the commonest forms of organisational structure of libraries are centralised and decentralised structures and that some librarians prefer centralised organisation, while others prefer the decentralised one.[17] In public libraries a centralised organisation seem to be the one most popular and preferred. A review of literature reveals that in advanced countries the centralised system of organisation is quite common. The British County Libraries, for example, have a centralised system where the Central Library at the headquarters served to oversee the branches, process the books and send them to the branch libraries, though there is the tendency now especially in the big counties, to decentralise.[18]

CENTRALISED STRUCTURE The organisational structure of Bendel State Library developed from the recommendations of Professor and Mrs John Harris in the paper - A Library service for the Midwestern State of Nigeria: A Report in 1970: "At every level of discussion and report international, national, state, local, and amongst the Library profession - there was the strongest support for a speedier development of library service as an essential part of the war against ignorance superstition and poverty, and for social and economic progress. The case for a State Library Service has been so abudantly made and so widely accepted that there is no need to traverse that ground again Even the general lines of development seem to be agreed, so that what is now required is a detailed plan of action. That is what this report aims to provide."[18]

To this end, the couple drew up the aims and provision for a State Library Service.

This was formalised by the Midwest State Library Edict, 1970 (Edict of 1971 No.4);[20] which stated:

"There shall be established for the Mid-Western State of Nigeria a Board to be known as the Midwest Library Board. The Board shall a body corporate with perpetual succession and a common seal and shall

have power to sue and to be sued in its corporate name and to acquire and dispose of lands." By this, the library aimed at providing first the best possible central library service for the whole State to make available for reference, books, periodicals and other reference materials to government functionaries and the masses, provide a central lending service and a central cataloguing and other bibliographic services.

While the organisational structure of the Bendel State Library Service developed from the recommendations of Professor and Mrs. John Harris, that of Kaduna State Library service developed from the old Northern Region Library, Kaduna, established in 1952. Library service in the then Northern Region emanated from the Regional Library Kaduna.[21] In 1967 when the Northern Region was split into North Central State, North East State, North Western State and Benue Plateau State, the Library operated as North Central State Library with its share of the shared asset. Again, when more states were created in 1976, North Central State became known as Kaduna State, with the Library still continuing in its old form but now called Kaduna State Library. The centralised structure continued and, was later formalised by the library Edict - Kaduna State Library Board Edict, 1976 promulgated on 1st October, 1976. "There is hereby established a body called the Library Board of Kaduna State which shall be a body corporate with perpetual succession and a common seal and which shall have power to sue and be sued in its corporate name."[22]

There was therefore a concentration of services centrally first by both the Bendel State Library Service and the Kaduna State Library service before branch libraries were thought of. The U.K. County Libraries followed this organisational structure, as well as the Ghana Library Service, Jamaica Library Service, and the Tanzania Library Service. The U.S.S.R. had something similar in her Libraries a few years ago.

BRANCH LIBRARY STRUCTURE The year 1974 was a year of expansion for Bendel State Library Service in which branches were opened. Bendel State Library Service like the Kaduna State Library Service has a central Library at the State Headquarters, Benin City and a network of branch Libraries at the administrative headquarters - Warri, Ore-okpe, Agbor, Asaba, Ughelli, Bomadi, Igarra, Oleh and Ogwashi-Uku. In contrast to this network of branch Libraries spread all over the Bendel

State. Kaduna State Library Service had concentrated its branch libraries in six administrative areas - Katsina with branches at Daura Funtua, Dutsin-Ma, Malunfashi, and in Zaria area with branches at Kafanchan, Kachia, Saminaka, Birnun-Gwari, though the plan was to have fourteen administrative areas. Malunfashi and Saminaka branch libraries are not yet operative.

It is interesting to know that both library systems chose the administrative headquarters as operational sub-units, while organising the services in the State headquarters.

BUILDING STRUCTURE Kaduna State Library service is ahead of Bendel State Library Service as regards buildings. It has permanent central building and new buildings for its former branch libraries now transferred to the Local Governments.

It is sad to note that at the time of writing (March, 1978) the Bendel State Library Service unlike Kaduna State Library Service, still has no permanent building and is operating in rented buildings. This lag is because of the outcome of the social and political philosophies of the various governments in Bendel State, and the change of government.

By 1975, there was a vote of eight million Naira for the construction of the central library at the headquarters, Benin City. The actual construction started on the Oba Market Road site before the change of government in 1975. At that time there was a cut in the vote followed by a change of site and allocation of a new site, followed by a change again of the new site. Cognisance must be taken of this, and of the Bendel State Government's temperament and the economic situation that existed after 1975 change of government, in understanding these complex changes. It suffices to say here that these changes have delayed the Bendel State Library Service permanent main building, while Kaduna State Library headquarters is one of the best library buildings in the whole of the country.

Whereas, with Bendel State Library Service the buildings for the branch libraries were old buildings donated by the community, renovated, furnished, stocked with books and personnel moved in to start the Library Service almost immediately, Kaduna State Library Service had to build new buildings, and to seek for personnel first before they were stocked with books and a library service begun later on.

In some cases, there were no personnel immediately available and so the buildings had to remain unused for a while.

N.A./L.A. LIBRARIES AND THE EDICTS REGULATIONS In the organisational structure of both library systems, the Native Authority, now Local Authority, Libraries were either absorbed, that is integrated into the State Library as in the case of the Bendel State Library Service, or were left separate from the service of the State Library as in the case of the Kaduna State Library Service.

The Library edicts require the Boards in both Library services to establish, maintain, manage, control and operate library services throughout the states. The Library Board of Kaduna State Edict, 1976, promulgated in October 1976, was not fully functioning as at March, 1978 because it was inaugurated only on 31st January, 1978. Despite the Edict's requirement, however, the Kaduna State Library Board had not taken over the Local Authority reading rooms by March, 1978.

The Local Authority popular reading rooms of the old Northern Region, later North Central State and finally Kaduna State, the remains of the World War II reading rooms, still existed in the 1950's. They were operated and maintained by the Local Councils, though the Regional Library, Kaduna supplied them with book boxes containing materials which were more or less useless.

The skeleton service the Regional Library provided by way of transporting books, about 200 in each box, in the early fifties was started by Mrs Joan Allen. The book boxes were sent to the reading rooms at the government expense, as loans for three months, but the local councils bore the cost of sending the books back to the Region Library, Kaduna.

This service was very unsatisfactory and did not meet the need of the people to whom the books were sent. This, as records show, was because once these books were deposited in the reading rooms, they were locked up and made inaccessible to the readers by the Library Assistants in charge who did not want to take responsibility to damage done to government books, more especially when the books were sent from Kaduna - the seat of government. Thus, the books were left in the boxes unused Despite the fact that the books were not used for the recreational and educational purposes for which they were meant, the Local Authority reading rooms were very popular and were publicised widely.

It is therefore surprising that the Kaduna State Library Board

about them was a passing mention. "The Board shall have such powers as may be necessary or desirable for the proper exercise of its functions and in particular, and without prejudice to the generality of the foregoing provisions, the Board shall have power to... (g) inspect or cause to be inspected libraries and library services and make recommendations and advice on library development or organization to any department or agency of the State Government or to any township or local authority in the State."[23]

With the Bendel State Library Edict (Edict No.4 of 1971), all existing Local Council Libraries (reading rooms) in some former divisional headquarters - Benin Divisional Council, the then Western Urhobo Divisional Council and Eastern Urhobo Divisional Council Libraries and their staff were absorbed.

These reading rooms were operated by the Local Councils as reading centres for teachers, clerical staff of the local councils and other government officials in the areas preparing for G.C.E., "O" level and "A" level examinations, and for students on holiday from secondary schools and teacher colleges. This was in contrast to the Northern Region Native Authority reading rooms which were more or less gossip centres and news centres. The collections of books were, however, old and meagre and the staff in most cases were made up of four or more library attendants and cleaners.

These reading rooms were also not publicised as much as the Native Authority reading rooms that existed in the then Northern Region, although they were more useful as regards providing the basic tools used for furthering the education of the community. The books were used and not just locked up in boxes as many of those provided in the Native Authority reading rooms in then Northern Nigeria were.

Thus, with the library edict, no other body other than the Bendel State Library Board operates Library Services, and it is therefore the only Library Board which incorporated all Local Government Libraries "to be responsible for all the existing state and local council libraries..."[24]

In contrast, Kaduna State Library Board, apart from leaving the Local Authority reading rooms uncared for, has in 1975 transferred its branch libraries to the Local Governments. This was recommended in Sharr Report some years back though this transfer has in fact nothing

Governments were created, it was decided as a matter of government policy that some services which could be provided by Local Governments should be transferred to them. For example, sewerage and refuse collection and health services were amongst the services transferred to the Local Governments. This policy also included libraries as a Local Government service, although the Kaduna headquarters would still purchase books, process them and send them to the branches. Also, intermediate staff would be seconded from Kaduna State Library Service to man them.

The implications of this transfer cannot be assessed at this early stage and it is too soon to pass judgement. However, the writer was told that the Local Governments have not started their services yet as at March 1978. One thing was clear: the Local Governments may not be able to finance their libraries in terms of money, staff and expertise. Already, a secondment of staff from the headquarters which itself is poor in staff is envisaged. This may not work well. Also Local Councils in this country are characterised by "empty purses" and libraries, always put at the bottom of priorities, will hardly be remembered when money is available.

With the transfer of Kaduna State Library Service branch libraries, therefore, in terms of branch structure, the two library systems are poles apart. While Bendel State Library Service has so far stuck to the centralised structure Kaduna State Library Service has been forced to do what may be termed "Semi-decentralisation". It is now neither a centralised system nor a decentralised system, for at present it still has two large branch public libraries under construction at Katsina and Zaria. Two medium sized ones are also being built at Malumfashi and Saminaka. The writer was informed that the Katsina, Zaria, Malumfashi and Saminaka branches would be opened in 1978. By March, 1978, when this paper was being written it had not been worked out whether they would be a part of the central library or branches. This is one of the problems the question of the transfer of the branch libraries has to face.

[11]Gunton D. & Holcroft, M.G. Report on a State Library Service for the Midwest State, February, 12, 1969. Mimeographed paper.

[12]Sharr F.A. The Library needs of Northern Nigeria. Kaduna. Ministry of Information, 1963. Chapter III, pp. 57-98.

[13]Nigerian Library Association, Northern Nigeria Division. Secondary School Libraries in Northern Nigeria - A Survey. School Libraries Notes, September, 1966, pp. 8-13.

[14]Ahmadu Bello University, Institute of Education. Interim Committee on School Libraries for the Northern States. (Minutes of the meeting held on 1st May, 1974 at 10 a.m., in the Institute of Education) 2p

[15]Ahamadu Bello University, Institute of Education. Op. Cit.

[16]Ahmadu Bello University, Institute of Education. Op. Cit.

[17]Waldhart, Thomas J. & Zweifel, Leroy G. Organisational Patterns of Science and Technological Library: An Examination of three issues. College Research Library 34(6) November, 1973. pp. 426-435.

[18]Hookway, H.T. The Organisation of Library System and Networks: The Example of Britain. Candian Library Association (4) 1-5, 197A

[19]Harris, John & Priscilla A. Library Service for the Midwestern State of Nigeria: A Report, 1970, p.1.

[20]Bendel State: The Bendel Library Board Edict, 1970 (Edict No.4 of 1971). (Supplement to Bendel State of Nigeria Gazette No.10, Vol 8, 18th February, 1971 part A)...

[21]Popoola, J.O. "Library Service for you - New Look at Public Library Services", Conf. paper, Kano, 1973. (Mimeographed).

[22]Kaduna State: The Library Board of Kaduna State Edict, 1976. (Edict No.11 of 1976)

[23]Kadunal State: The Library Board of Kaduna State Edict, 1976. Op. Cit.

[24]Bendel State: The Bendel Library Board Edict, 1970, Op. Cit.

CHAPTER III

POLICY MAKING MACHINERY

1. STATUTORY BODY The Bendel State Library Board is the Statutory body responsible for the development of the State Library Service. The Library Edict, (Edict No.4 of 1971) which promulgated the existence of the Bendel State Library Service stipulated the Board's power, viz "For the purpose of enabling it to carry out the functions assigned to it... the Board is hereby empowered so far as its resources permit:-

(a) to assemble, maintain and extend a collection of books, periodicals pamphlets, newspapers, maps and charts, musical scores, films, sound recordings and such other materials as the Board may consider appropriate for a Library of high standing:

(b) to establish and maintain branches of the State Library at such suitable centres in the State as the Board may from time to time determine;

(c) to make the facilities of the State Library available to members of the public on proper terms which may include

(i) the imposition of scale of fees, subject to the approval of the appropriate authority, for service rendered to the public

(ii) the imposition of fines for damage to or loss of any property of the Board;

(iii) Restricting the class of persons who may be admitted into the premises under the control of the Board;

(d) to make such arrangement as the Board may consider appropriate with respect to

(i) the exchange of materials included in the collection aforesaid among the various branches of the State Library;

(ii) the preparation and publication of catalogues, indexes and similar aids;

(iii) the rendering of assistance and advice to private individuals or institutions interested in the establishment of private libraries;

(e) to make recommendations and give advice on library development and

organisation to any department or agency of the State Government."
Thus, it is responsible for the policy, management and control of the co-ordinated library service in the State.

While the Library Board in Bendel State is in force and operation, that of Kaduna State is at the time of writing, March, 1978, still only on paper as a law not yet transformed into action, though when it becomes operative, it would exercise more or less a similar power as the Bendel State Library Board, viz "The Board shall have such power as may be necessary or desireable for the proper exercise of its functions and in particular, and without prejudice to the generality of the foregoing provisions, the Board shall have power to:

(a) acquire, purchase, lease, mortgage, hold, construct or maintain any property whatsoever whether movable or immovalbe, and whether by investment or otherwise, required for or in connection with the performance of its functions and to sell, dispose of or otherwise deal with such property or any part thereof;

(b) enter into such contracts as may be necessary, advantageous or expedient for the performance of its functions;

(c) assemble, maintain and extend a collection of books, periodicals pamphlets, newspapers, maps, musical scores, films and sound recording and such materials the Board may consider appropriate for a library of high standing;

(d) establish and maintain branches of the State Library Service at such places in the State as the Board may from time to time determine;

(e) make the facilities of the State Library Service available to members of the public on proper terms which may include provisions for

(i) the imposition of a scale of fees, subject to the approval of the commissioner, for services rendered to the public;

(ii) safe-guarding the property of the Board by the imposition of fines, or otherwise, for damage to or loss of any of its property; or

(iii) specifying the categories of persons who may be admitted to premises under the control of the Board;

(f) make such arrangements as the Board may consider appropriate with respect to

(i) the exchange of materials included in the collection aforesaid

(ii) the preparation and publication of catalogues, indices and similar aids, and

(iii) the provision of assistance to any persons or institutions in the establishment or organisation of libraries;

(g) inspect or cause to be inspected libraries and library services and make recommendations and advice on library development or organisation to any department or agency of the State Government or to any township or local authority in the State;

(h) receive and administer as the Board may direct all grant from the Federal Government and other bodies specifically allocated for library development in the State; and

(i) carry on all activities the undertaking of which appears to the Board to be necessarily advantageous or expedient for the performance of its function"[26]

The powers of both Boards as spelt out are the same, except for the first two and last two powers of Kaduna State Library Board which are not given to the Bendel State Library Board. It therefore, has more power entrusted to it than Bendel State Library Board has, which if become operative would be very effective.

MEMBERSHIP The Bendel State Library Board consists of eight members representing various interests, viz "The Board shall consist of a Chairman and seven other members who shall be appointed by the appropriate authority, subject to the approval of the Military Governor... The Chairman and the members shall, subject to the pleasure of the appropriate authority, hold office for a term of three years. The Board shall consist of-

(a) A Chairman

(b) One member representing special interests in the State;

(c) One member representing higher educational research;

(d) One member representing other educational interests;

(e) One member representing the legal profession;

(f) One member representing the book industries in the State;

(g) One member representing industry and commerce;

(h) the Director, with the right to vote upon any question;"[27]

As in the case of Bendel State Library Board, Kaduna State Library members represent interest groups but they are number twelve, viz;

"The Board shall consist of a Chairman and not less than six other members. The Chairman shall be appointed by the Military Governor.

The members who shall be appointed by the Military Governor to represent the respective bodies mentioned in this subsection shall be -

(a) One member selected from a panel of not more than three person whose names are submitted by interests representing Higher Education and Research;

(b) One member selected from a panel of not more than three persons whose names are submitted by interests representing creative Arts and Book Industry;

(c) Two members selected from a panel of not more than six persons whose names are submitted by the local authorities in the State

(d) One member selected from a panel of not more than three persons whose names are submitted by the Nigerian Library Association and

(e) One member who shall be a nominee of the Ministry of Education

At the initial stage, eight members were supposedly mentioned for appointment but when the branch libraries were transferred to the Local Governments it was decided that four more members should be appointed from the Local Government areas. This was why Kaduna State Library Board on paper has twelve members.

In both library systems, the members are appointed by the Military Governors of the States, through the recommendations of the Ministry of Education in the case of Bendel State Library Service and those of the Ministry of Internal Affairs and Information in the case of Kaduna State Library Service.

FUNCTIONS OF THE BOARDS The functions of the two Library Boards are broadly the same except for the legal approach which is different, and for the fact that Bendel State Library Edict has spelt out more functions

The functions of the two library systems are discharged by the Boards, those of the Bendel State Library Service being now operative while those of Kaduna State Library Service were yet to be operative.

The Bendel State Library Board functions are: "It shall be the duty of this Edict -

(a) to establish and maintain in accordance with this Edict, a State Library Service within the State;

(b) to provide, in accordance with this Edict, such services as are in the opinion of the Board, usually provided by Libraries of high standing;

(c) to be responsible for all the existing State and Local Council Libraries, including those in the Ministries, which shall by the provision of this sub-section, come under the control of the State Library Board;

(d) to be responsible for and encourage the establishment of Libraries in the State and to make available to the various interests and institutions in the State the widest possible range of books and other records of human intellectual endeavour in the arts, science and technology;

(e) to operate in particular -

(i) a central reference library with special emphasis on the need of the State Government and its various agencies

(ii) a school library division to be responsible for the development and promotion of library facilities in the educational establishments in the state;

(iii) a public library division to be responsible for the provision of library services throughout the state;

(iv) a professional and technical services division to be responsible for the ordering, assessing, cataloguing, binding and reproduction of documents;

(v) a bibliographical division to be responsible for union cataloguing inter-library lending and exchange of books"[29]

Unlike the functions of the Bendel State Library Board which are laboriously and explicitly spelt out, the Kaduna State Library Board's functions are not explicitly stated: "Subject to the provision of this Edict, the Board shall have power to -

(a) establish, control and maintain a state library service within the state;

(b) act as an advisory body and consultant to the body responsible for the school library service in the state;

(c) set standards and policy for the establishment and maintenance of the school library service within the state; and

(d) provide such services as are usually provided by libraries of high standing"[30]

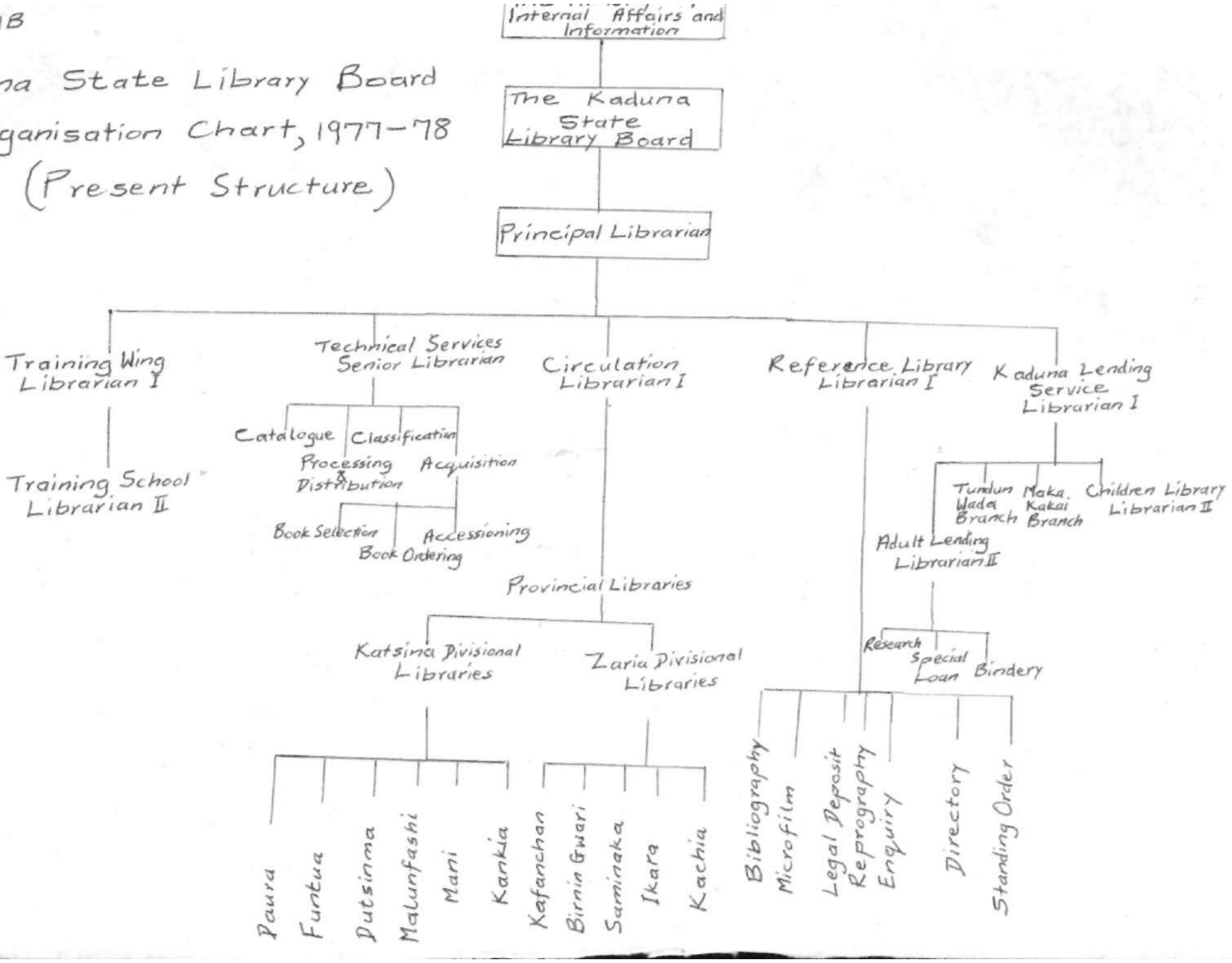
From the above, it can be seen that it is only Bendel State Library Board Edict that made provision for the control of the former Local Council Libraries and the Ministry Libraries. This was why it was easy to integrate the Local Government Libraries into Bendel State Library. Also it is only Bendel State Library Edict that makes provision for the responsibility, encouragement and establishment of libraries and "to make available to the various interests and institutions in the State, the widest possible range of books and other records human intellectual endeavour in the arts, science, and technology."[31] This explains why books were loaned to higher institutions, for example, the Headmaster Institute has regularly borrowed books from Bendel State Library Service.

Although the Bendel State Edict in setting out the functions tried to cover all aspects of services, it tried to do too much. For example, its fourth function is too wide. It is encroaching on the higher institution libraries if the phrase "to be responsible for and encourage the establishment of libraries in the state"[32] is interpreted broadly. Nonetheless, its objectives are stated clearly and all its functions well spelt out. As a result of the brief nature of Kaduna State Library Board's functions, on the other hand, one is not sure whether it will provide some basic functions such as bibliographic, cataloguing and classification and so on which were not specified. Hopefully, they may be implied in its fourth function, (d).

The Library Edicts of the two library systems are, however, the same, for basically, there are usually no variations in Edicts of similar nature. The only difference is in the wording and style, for while some express the same thing in more words and in one style, others express it with lesser words and in a different style. This is because legal draughtsmen always do not have the same style of drafting or expression. Also the arrangement is never the same. Again, this is because of human difference in the way of doing things.

Fig 1B

Kaduna State Library Board Organisation Chart, 1977–78 (Present Structure)



Aside from these differences Kaduna State Library Board Edict and Bendel State Library Board are the same. This is because the legal terms used are similar.

II. RELATIONSHIP WITH THE MINISTRY

(i) Responsibility As shown in fig 1A and 1B, the libraries are responsible to the ministries since the Bendel State Library Board, like the Kaduna State Library Board is not an autonomous body separate from the government's interest and control. Each library deals with its ministry - the Ministry of Internal Affairs and Information in the case of Kaduna State Library Service and the Ministry of Education in the case of Bendel State Library Service.

They work under the supervision of the ministries and their activities are therefore co-ordinated by the ministries. Matters of government policy are channelled through the Permanent Secretaries of the Ministries for approval by the Government. However, Kaduna State Library Service does not follow this procedure as yet, March, 1978, since the Board has just been inaugurated. All matters regarding it are still directly controlled by the Ministry of Internal Affairs and Information and the Librarian is responsible to the Permanent Secretary.

(ii) Appointment of Board Members As a control, the Board members are appointed by the Military Governors on the recommendations of the ministries for a specific period of three years: "The Board shall consist of a Chairman and seven other members who shall be appointed by appropriate authority, subject to the approval of the Military Governor"[33] in the case of the Bendel State Library Services, and also it is the Military Governor who appoints in the case of Kaduna State Library Service; "The Chairman shall be appointed by the Military Governor. The members who shall be appointed by the Military Governor..."[34]

(iii) Control of Funds The financial provisions made by the State Governments are controlled through the Ministries in both libraries: "The Board shall prepare and submit to the appropriate authority not later than 31st ddy of December in each year an estimate of its income and expenditure during the financial year, such estimate to be prepared in the first instance by the Director and submitted to the Board for prior approval",[35] in the case of Bendel State Library Service, and in

the case of Kaduna State Library Service "The Board shall keep proper accounts in respect of its functions under this Edict and other records in relation thereto and shall prepare in respect of each financial year a statement of account in such form as may be approved by the Commissioner."[36A] As a result of this control their accounts are audited by auditors approved by the State Governments.

It can be seen that the relationship between the libraries and the Ministries is only supervisory, the State Governments in both cases having delegated some of their powers, as is done by the Jamaica Government and Tanzania Government, to the Library Boards. However, they have not abdicated their responsibilities for maintaining effective public library services. By law, the Board's work is subject to Government approval and financial control, and proposals for the maintenance and expansion of the services go to the governments in the annual Executive Committee meetings for the annual estimates of expenditures. These approved library plans and expenditures form an intergal part of the two States' education, social and economic programmes for the financial year.

III. OTHER FEATURES The treatment of the library systems of Kaduna State and Bendel State will not be complete if important features such as the Kaduna State School Library Service, the Bendel State Mobile Library Service and the Bendel Book Depot, a unique service in a public library system, are left out.

Libraries as an integral part of Education Libraries form an integral part of the progress envisaged under development plans. Educational progress in Nigeria in recent years has directed increased national attention to the advancing development of effective library use in schools. Oni-Orisan recognised this when he pin-pointed eight values of libraries in educational planning. Fafunwa supported this when he reviewed the whole idea of the role of the library in education. In 1969, E.D. Sinnette in a conference paper stressed the vital role books and libraries play in education.

There is enough evidence to show that the educational importence of libraries is being realised, though little has been done to project this importance. An examination of the development plans indicates that little mention is made of libraries for schools. It was not surprising therefore that the Federal Government alloted only ₦1,400,000.00 to the

states for primary school libraries in 1974-75 estimates.

The money alloted by the Federal Government to the States for primary school libraries was received by each state as confirmed by the Librarian of the Institute of Education, Ahmadu Bello University. It was not meant to be sent to the State Libraries but to the Ministries of Education in each state and each ministry did what it liked with it - either build libraries or use it for some other school projects, etc. This explains why the Bendel State Library authorities could not lay hands on it, and later found it was being used some where else and not in the public library sector. The money was alloted to build and improve the libraries in preparation for the U.P.E. - Universal Primary Education. As of now, 1978, primary school libraries are not under the Federal Government. When it takes over all the schools, then their libraries will also probably come under it. But this is not yet forthcoming.

Library Service Problems "The rapid expansion programmes of the Federal and State Governments did not catch up with the demand for library services throughout the country. The congestion of libraries and the scanty supply of reading materials attest to the inadequacy of existing facilities. The lopsided distribution of library services is reflected in the neglect of the rural areas. The existing libraries have therefore not been able to perform effectively their role as centres of learning and public enlightenment.

Policies and Objectives Expansion of Library Service - The major policy objective here is to expand and improve library services throughout the country. To this end, the Federal Government will encourage the National Library to play its depository and reference role by constructing the Headquarters of the library in Lagos and branches in four States for a start. The State Governments will pay particular attention to extending library services to remote areas and consolidating their existing libraries."[36B]

To meet these policy statements, Kaduna State proposes or aims to provide library services to the various schools and to improve its library services and expand, while Bendel State plans to include library facilities in the new schools proposed, and to build a headquarters library and branches in the fourteen divisional headquarters.

Open challenge to Librarians Librarians are therefore faced with a big challenge. They have to spear-head the development of school libraries, although the concept of school libraries is comparatively new development in Nigeria. The Leadership and direction have been and are still being provided. These were manifested earlier in a series of conferences held with regards to school libraries. In 1953, there was UNESCO seminar at Ibadan to discuss "Development of Public Libraries in Africa."[37] Amongst its recommendations was that library services be extended to schools. This no doubt stimulated the interest of some Nigerian Librarians to make some move to promote school library development in the country. Thus, there were mobile library services to schools from the Regional Libraries in some of the regions. Librarians have to help "to outfit schools with one of the most basic tools of the search for knowledge..."[38]

KADUNA STATE SCHOOL LIBRARY SERVICE In Kaduna State, the school service is under the Ministry of Education whereas the State Library is under the Ministry of Internal Affairs and Information. From the Third National Development Plan 1975-80, Kaduna State has projected a student enrolment of 84,932. From this, it is clear that the government proposes a rapid expansion of schools, and libraries have to expand along with them. Thus, for some time now the post-primary school libraries are supported at the state level, for a part of the budget for every school includes funds for a school library. That is, ₦1 per student per annum is allocated for the purchase of books. For a newly opened school an initial grant of ₦750 is given to start the book collections. A teacher is put in charge to supervise the library, although there is no extra pay for him. Usually, the English teacher does this.

Organisation of the Kaduna State School Library Service Recently, the Kaduna State Ministry of Education, in a bid to improve the school library service, sought advice on the organisation of this service and provided for it in the 1973-74 budget. This was through the efforts of Mallam Umaru Ahmed, an Education Officer in the Ministry.

Headquarters Unit In 1975, a Librarian, the late A.B. Danmaida, was appointed to take charge of the school library service in Kaduna at the headquarters, Ministry of Education. He was killed in a motor accident in 1977.

Staff The Unit is now headed by D.I. Anto who was a classmate of the late Librarian. He was posted to a school library before but after the death of Mallam A.B. Danmaida he was called on to take charge of the unit. Other staff members in the establishment include six libr officers, two assistant library officers, two library assistants, so library attendants, a typist and a messenger.

There is plan to increase the staff strength in the 1977/78 financial year.

Activities and Functions Since the setting up of this unit, it has tried to improve the lot of the school library service in the state. To this end, it has carried out a philosophy of centralisation in the development of school libraries.

Among the functions it is performing are:

(1) Making contacts with publishers and book sellers to catalogue and send specimen copies to principals of schools, who in the select books and send the lists to the headquarters unit for ordering.

(2) Working with inspectors of Education, the Chief Education Officer and other appropriate officers in the Ministry in the selection of materials for purchase and distribution.

(3) Receiving lists from schools, critically checking them and ordering the required books.

(4) Centrally cataloguing, classifying and processing books receive from vendors before despatching them to schools.

(5) Providing a model school library which would be a reference library for the headquarters.

This unit has made it possible to provide "a state library service which entertains the goal of making learning materials available in each and every school."[39]

Plans are ahead to expand the services, as the writer was told by Mr. D.I. Anto.

Proposals The school library service had the following proposals before the Librarian died.

S Staff There is a projection for three library officers, two to be in charge of post-primary schools and one in charge of primary schools. There would be 10 Assistant Library Officers for the administrative

areas. Library officers would head all post-primary school libraries while larger ones would be under professional librarians.

There would be three deivers and one night-watchman.

Buildings In 1976/77, ₦30,050 was earmarked for the library building envisaged in the headquarters.

Library Stock ₦56,250 was earmarked as a basic bookstock for all the schools.

In 1977/78, ₦225,00 was alloted for the schools for their expen ditures.

Transport Two "Land Rovers" and one station wagon car were to be bought. One "Land Rover" and one lorry would be bought to be used to convey the processed books etc, to the schools.

Book Purchase Grants: The under listed grants were earmarked for the number of children projected for 1975-80.

(a) There would be initial grant of ₦1,000.00 for each new post-primary school.

(b) There would be an initial grant of ₦500.00 for each new primary school.

(c) There would be permanent grant of ₦4.00 for each student per annum in post-primary school.

(d) There would be permanent grant of 50k for each pupil per annum in primary school.

Year	Primary School	Post-Primary School	
1975-76	219,695	22,265	Projected Number of School Children for 1975-80
1976-77	267,995	26,999	
1977-78	335,405	31,697	
1978-79	401,485	35,290	
1979-80	538,971	42,857	

BENDEL STATE SCHOOL LIBRARY SERVICE

On the other hand, Bendel State School Service run solely by the Ministry for schools, in collaboration with the State Library, does not exist. The school libraries in the State are left for the respec tive schools to run.

The Bendel State Library Service has not been of very great help to them, though one of its objectives was to improve school libraries. The consultative visits to school libraries and the Teacher/Librarian courses it gives have not shown any good results when compared with what the Kaduna State School Library Service has accomplished. It is only of recent that the Bendel State Library Service is trying to make more effort as regards improving school libraries in the State.

To this end, it has increased the staff strength of the Schools Services Division and has provided transport facilities for visiting schools. This, it is said, is "to rescue the rapidly falling standard of education and as a fulfilment of one of its objectives."[40] Hopefully, it will start to improve the school libraries in the states.

BENDEL MOBILE LIBRARY A Mobile Library is a very important service in any library system. The mobile library service which was first started in 1974, is administered and run by the central library to rural areas to extend library services to people not served by the headquarters and branch libraries. Bendel Library Service is way ahead of Kaduna Library Service in this regard. While Kaduna Library Service does not own a mobile library, Bendel State Library Service has a very efficient mobile service consisting at present of five library vans. A boat mobile library is also being built for the riverine areas.

Service Points The mobile library service at present serves 119 publicly used points. These are towns and villages on motorable roads in the State. These points are either post offices, town halls, market places, road junctions, etc.

The vans leave Benin City every Monday and stop at selected points on the selected routes throughout the state except the riverine areas. They are way for five working days, visiting centres or schools each day. On Fridays, the vans return to Benin City for refuelling and restocking. Each van can carry 2,500 volumes. The readers know the hours of service and they try to be at the service points before the vans arrive.

Membership Membership of the mobile library service is free. Adults and younger readers register free. Each member can borrow four books at a time for a loan period of two weeks.

Book Loans Since the inception of the mobile library the rate of books loaned out has increased greatly. In 1976, the mobile library service lent out 48,513 adult books and 5,637 junior books. The total of 54,150 formed about 31% of the Bendel Library Service total circulation of 170,150 volumes.

Requests for text books has been great, though the policy was not to supply these in the mobile service. Up to July, 1976, there were over 23,000 adults and 3,215 junior readers at the service points as against less then 20,000 adults and junior readers in 1974.

Staff The mobile libraries are well staffed, the staff being drawn from the headquarters. This is made up of intermediate staff, clerical staff, library assistants and drivers. An intermediate staff member, several clerical staff and library assistants usually accompany each van. The clerical staff and library assistants attend to basic routines such as charging and discharging of books, do the registration, shelve returned books, etc. while the intermediate staff generally supervise the service, assist readers in their choice of books, etc.

Book Collection The mobile library service has access to the central library book stack which houses all catalogued, classified and processed books for the whole library; i.e. the whole service. Requests for books not available in the stack are met through the Book Depot. These are quickly catalogued, classified and processed for the mobile library.

FUTURE Bendel State occupies an area of 14,992 square miles with 170 persons per square mile, an indication of a densely populated area. The best motorable roads are within the urban areas and the rural areas are left with rugged roads especially during the rainy season. A lot of the state is riverine and unreached by motor vehicles. Against this is a highly urbanised tendency, that is the flow of people to the towns. As more branch libraries are built as envisaged, there will surely be a drop in the number of areas served by the mobile library vans. Thus with more deteriorating roads, a greater flow of people to towns and more branch libraries, the mobile service might diminish in importance.

However, at present the mobile library service is serving a real need, as can be seen from reader's heavy use of the service. Its future will depend on continued readership and finance. The initial money was donated by the British Government to purchase the first van. Since then

the library is meeting the financial commitments involved in a mobile library service.

CONCLUSION The Bendel State Library Service in order to complement its services outside the main Library, has run a very efficient mobile library service as described in the foregoing. In contrast to this, Kaduna State Library Service as at March, 1978, is yet to establish a mobile library service. This could be interpreted to mean that because of its decentralised nature which has resulted in many "fixed" branches, there is no need for it to run a mobile library service. There were seventeen branch libraries envisaged in the original plan (see page 5 These when completed would no doubt cover the whole state and so the services of a mobile library may not be needed. Also, in a decentralised system, each library is expected to cater for its own local area. These reasons could be why Kaduna State Library Service has not begun a mobile library service, unlike Bendel State Library Service, a centralised system, which has need to oversee the branches and, to carry further inland its services through a mobile library service.

BENDEL BOOK DEPOT

In comparing the organisation of Bendel Library Service and Kaduna Library Service, the Bendel Book Depot, a unique structure in a library system in Nigeria, deserves some mention.

Bendel State can be said to be advanced in western education when compared with many states in the country. By 1971, it had 1,800 primary schools with an enrolment of about 422,00 children and about 140 post-primary schools with an enrolment of around 50,000 students. In the Third National Development Plan, 1975-80, the projected population for post-primary schools only is 158,846. There is no doubt, therefore, that Bendel State was a fertile ground for a "Library Service as an essential part of the war against ignorance, superstitution and poverty, and for social and economic progress."[41]

It is against this background that the then Mid-Western government of Nigeria established the State Library Service under the Edict (already cited). One of the functions of the Board is "to operate a school library division, to be responsible for the development and promotion of library facilities in educational establishments in the state."[42]

Idea of a Book Depot By 1972 when the library moved to a set of renovated old buildings at the Oba Market Road, not much had been accomplished as the then Director planned to organise the development into three phases. It was thought that priority should be given to school libraries, and for the public only a pilot scheme. This was because of the shabby state of the school libraries caused by delibrate neglect For many years students in post-primary schools paid ₦2.00 per student per annum for library development. Up to 1971, the greater portion of the money received was diverted to other areas of school development, or used as part of the money for meals. Libraries were considered unimportant and so their funds could be used on other things.

It was in an attempt to find a solution to the shabby state of the school libraries, a way to ensure a proper utilization of library funds, and "a rapid and uniform development"[43] of libraries for schools that the idea of a book depot was born. The Bendel Book Depot is a part of the Library Board. The Midwest Book Depot, as the Bendel Book Depot was first called, was set up in 1972 as a central purchasing agency for post-primary schools in the State and for the Library.

Terms of Operation The Depot operates as a co-operative acquisition scheme for schools. Under this scheme the principals of schools were instructed through circular letters to pay or deposit 75% of their yearly library fees into the Library Book Depot Bank Account and buy books up to that amount from the Book Depot.

The Principals could each use the remaining 25% to maintain the library, buy text books which the Depot did not provide, magazines, newspapers, shelving, etc.

Thus, from the beginning it was planned to operate as a bookshop to serve school needs and the library's needs and so it could make bulk purchases from publishers on favourable terms existing between publishers and booksellers. Also the Depot, in turn, worked out terms mutually agreeable between it and the schools on purchase made by the schools.

Actual Operation Begun The Depot was opened in May 1972 with about 4,000 volumes for sale. By 1974, the volumes increased to 25,000. At the onset about 140 schools in the state participated and some schools outside the state came in on a "cash and carry" basis. Orders were even received from universities and other libraries.

Expansion Persuasion by the library staff and enforcement from Ministry of Education worked on the principals, who made good use of the Depot. The Depot has expanded, and from 1976, it has had a book-shop manager to help promote sales. Books are not only limited to schools but are extended to the public within and outside the state. Depot/Library-vans now take books right to the door-steps of buyers throughout the country.

Book List/New Arrivals Apart from principals of schools, the public and others are also encouraged to visit the Depot and examine books personally, since it is better to see the physical book before buying the Depot sends out lists of recent arrivals and a pamphlet entitled "The Library on a Small Budget",[44] which is a form of bibliography or a list of suitable books for school libraries and the books listed come to N600.00 or less. Also a quarterly newsletter is sent to schools on the Depot's mailing list to keep them aware of new books.

Visits The School Library Division visits schools regularly with selected books for display. It gives professional advice and shows ways of setting up school libraries.

Justification of Depot

In a developed country there would be less justification for the growth of a Book Depot within a public library service. But in a country like ours, in embryonic stage of development and where there is a rapidly growing reading population, bookshops are few and far between and the demand for reading materials far outstrips supply. Ronald C. Benge succintly put it: "Often the only satisfactory bookshops are in the universities, and the mass of the people are not exposed to a variety of literature to stimulate their interest. One answer which suggests itself is that national or public libraries should themselves undertake either publishing or bookselling or both."[45]

It is interesting to note that the Book Depot, aside from providing books as in a way attracted a readership that would otherwise have been unaware of the existence of the library. This is because the Book Depot was publicised through advertisements, and visits by school teachers at the beginning which the library could not have received. Nobody publicised the library through advertisement on the newspapers, or

through any mass media. Thus, "By instinct, there is a sort of relationship between borrowing and buying that is enhanced through the two being under the same roof."[46]

It has been observed by experts that for public libraries to build up readership and sustain it they should also perform other functions. Mann comments on this and advocates bookshops as additional functions of public libraries.[47]

In contrast to this central purchasing agency book buying policy operated by Bendel Library Book Depot which has not only served the needs of the post-primary schools in the State and the library but also other book buyers, Kaduna State Library Service operates a system where it buys some of its books through a Tenders Board, and others through the normal system of buying from bookshops and publishers.

The Bendel Book Depot has therefore made it possible for Bendel State Library to perform other functions to sustain readership as advocated by Mann, R.C. Benge and other writers.

[25]The Bendel Library Board Edict, 1970. Op. Cit.

[26]The Library Board of Kaduna State Edict. Edict No.11 of 1976.

[27]The Bendel Library Board Edict, 1970. Op. Cit.

[28]The Library Board of Kaduna State Edict. Op. Cit.

[29]The Bendel Library Board Edict, 1970. Op. Cit.

[30]The Library Board of Kaduna State Edict. Op. Cit.

[31]The Bendel Library Board Edict, 1970. Op. Cit.

[32]The Bendel Library Board Edict, 1970. Op. Cit.

[33]The Bendel Library Board Edict, 1970. Op. Cit.

[34]The Library Board of Kaduna State Edict. Op. Cit.

[35]The Bendel Library Board Edict, 1970. Op. Cit.

[36A]The Library Board of Kaduna State Edict. Op. Cit.

[36B]Nigeria: Third National Development Plan 1975-1980, Lagos. (Economic Planning Division) Government Printers, 1975. P.274.

[37]UNESCO: Development of Public Libraries in Africa. The Ibadan Seminar (UNESCO Public Library Manuals) Paris, 1954, pp.97-117.

[38]Myada, J.E. "School Libraries in the Northern States: Trends" Mimeographed Conference Paper, 1974.

[39]Danmaida, A.B. Organisation of Schools Library Service. Mimeographed Conference Paper. 1977. 2p.

[40]Bendel State Library Service: Achievements. 1st Oct. 1976-31st Oc. 1977

[41]Harris, John and Priscilla. Op. Cit.

[42]The Bendel Library Board, Edict, 1970. Op. Cit.

[43]Izebhekhai, Yaks A. The Midwest Book Depot; a new dimension in Library Service in Nigeria. UNESCO Bul. for Lib. Vol.29(4) July-August, 1975. pp. 188-191.

[44]The Library on a Small Budget. (Bendel Book Depot).

[45]Benge, R.C. Libraries and Cultural Change. London, C. Bingley, 1970. p.194.

[46]Izebhekhai, Yaks A. Op. Cit.

[47]Mann, Peter H. Books, buyers and borrowers. London, A. Deutsch, 1971. p.149.

CHAPTER IV

STAFF

General

Those who administer the services in public libraries must be well suited to the work both in temperament and in training, for the degree of success depends directly on staff abilities and attitudes. "Good service should be efficient and flexible, rendered in a dignified and pleasant manner".[48]

For efficiency also, there should be a relationship between the size of staff and the volume of work to be done. This will make it possible to realise the full potential of the library. As the library grows the volume of work grows too. Thus, sufficient staff, both professional and clerical must be employed to carry on the work without strain.

I. Categories of Staff

Table 3. The table below shows the categories of staff in both libraries. The staff strength for 1976/77 is shown.

Type of Staff	Bendel Library Service	Kaduna Library Service
Director	1	-
Secretary to the Board	-	-
Chief Librarian	1	-
Principal Librarian	2	1
Principal Asst. Secretary	1	-
Senior Librarian	1	-
Bookshop Manager	1	-
Senior Asst. Secretary	1	1
Senior Accountant	1	-
Librarian I	5	-
Assistant Secretary I	-	-
Accountant I	-	-
Education Officer I	1	-
Senior Tech. Officer/(Repro/Bindery)	8	3
Librarian II	8	3
Assistant Secretary II	1	-
Accountant II	1	-
Public Relations Officer	-	-
Education Officer II	1	-
Assistant Librarian	3	-
Higher Technical Officer	1	-
Principal Library Officer	-	-
Senior Library Officer	1	1
Higher Library Officer	5	2
Library Officer	4	10
Assistant Library Officer	6	3
Library Assistant	91	28
Clerical Staff	33	6
Others, i.e. Drivers, Watchmen, Messengers etc., etc.	221	33
Total:	391	120

Table 4 shows Kaduna Library Staff Establishment for 1976/77

Type of Staff	Establishment	Post Filled
1. Director	1	-
2. Chief Librarian	1	-
3. Principal Librarian	1	1
4. Senior Librarian	2	-
5. Librarian I	4	-
6. Librarian II	9	3
7. Senior Library Officer	2	1
8. Higher Library Officer	3	2
9. Library Officer	13	10
10. Assistant Library Officer	19	12
11. Library Assistant	30	28
12. Library Attendant I	15	5
13. Library Attendant II	7	12
14. Confidential Secretary	1	-
15. Accountant II	1	-
16. Secretary/Legal Adviser	1	-
17. Assistant Executive Officer	2	-
18. Stenographer	1	-
19. Chief Clerical Officer	1	-
20. Senior Clerical Officer	1	-
21. Clerical Officer	3	-
22. Clerical Assistant	5	3
23. Typists II and III	11	6
24. Head Messenger	1	1
25. Messengers	18	13
26. Storekeeper	1	-
27. Motor-driver	4	1
28. Watchmen	9	8
29. Gardener	9	8
30. Receptionist	4	3
31. Binder	3	2
32. Cleaners	6	1
TOTAL:	189	120

Table 5 shows Bendel Library Service Staff Establishment for 1976/

	Type of Staff	Establishment	Post Filled
1.	Director	1	1
2.	Secretary to the Board	1	-
3.	Chief Librarian	1	1
4.	Principal Librarian	2	2
5.	Principal Asst. Secretary	1	1
6.	Senior Librarian	2	1
7.	Bookshop Manager	1	1
8.	Senior Asst. Secretary	1	1
9.	Principal Accountant	1	-
10.	Senior Accountant	1	1
11.	Librarian I	8	5
12.	Assistant Secretary I	1	-
13.	Accountant I	1	-
14.	Education Officer I	1	1
15.	Senior Technical Officer	1	1
16.	Librarian II	18	8
17.	Assistant Secretary II	1	1
18.	Accountant II	1	1
19.	Public Relations Officer	1	-
20.	Education Officer II	3	1
21.	Assistant Librarian	6	3
22.	Higher Technical Officer	1	1
23.	Confidential Secretary	1	1
24.	Higher Library Officer	4	-
25.	Executive Officer	4	1
26.	Confidential Secretary II	1	-
27.	Library Officer	25	10
28.	Confidential Secretary III	1	-
29.	Assistant Executive Officer	6	6
30.	Chief Library Assistant	2	1
31.	Chief Clerical Officer	3	2
32.	Assistant Library Officer	8	-
33.	Senior Motor Driver/Mechanic	3	-
34.	Stenographer	7	4
35.	Senior Clerical Officer	1	1
36.	Senior Library Assistant	10	2
37.	Chief Typist	7	3
38.	Senior Driver/Mechanic II	3	3
39.	Clerical Officer II	2	-
40.	Library Assistant II	25	9

Bendel Library Service Staff (continued)

Type of Staff	Establishment	Post Filled
41. Clerical Officer III	6	4
42. Library Assistant III	50	56 (Over-staffed)
43. Clerical Assistant	5	5
44. Library Attendant	106	103
45. Senior Typist	17	7
46. Printer/Chargeman	1	1
47. Motor Driver/Mechanic	7	3
48. Motor Driver	10	8
49. Typist II	19	14
50. Typist III	6	4
51. Apprentice Printer/Binder II	4	1
52. Apprentice Printer/Binder III	8	5
53. Telephone Operator	2	1
54. Head Messenger	1	1
55. Messengers	78	65
56. Watchmen/Security Guards	28	24
57. Gardener	4	2
58. Cleaners	10	8
TOTAL:	530	391

From the tables it can be seen that Bendel Library Service is staffed by a total of 391 personnel, 134 of whom are professionals and para-professionals and the rest is ancillary staff required to man a modern library service, while Kaduna Library Service has a total of 189, 54 of whom are professionals and para-professionals and the rest are ancillary staff.

It is noteworthy that the number of staff in Kaduna Library Service does not compare with that of Bendel Library Service. The difference is overwhelming in such a short period of its existence. For example, the number of Librarian II and above in Bendel Library Service outweights the number in Kaduna Library Service by a ratio of 4:1. Again in the library assistant grade, the ratio is 3:1. This is important for the efficient service and operation of the library service, and explain why Bendel Library Service has been able to diversify its services.

To operate the widely diversified services in both libraries, some activities are delegated and co-ordinated by the director as regards Bendel Library Service and by the Principal Librarian in Kaduna Library Service. While each branch library within the network of service in Bendel Library Service is supervised by a professional librarian or an intermediate staff

member, an intermediate staff member did so in Kaduna Library Service when the branch libraries were under it. Now, all Kaduna Library Service is expected to offer is secondment of these staff. The main work of these staff in both library services is the supervision of the readers' services to both adults and children in the Divisional headquarters, and to interpret and anticipate the reading needs of that community.

Whereas in Bendel Library Service other professional work and administrative matters are centrally co-ordinated and the person in charge of a branch library comes regularly for instructions, reports or to ask for reading materials or equipment, Kaduna Library Service no more has that co-ordination. The local governments now, in theory, have to be responsible for staffing the branches.

Establishment

The size and composition of staff in the two libraries vary considerably. This is because of the varied services in which Bendel Library Service is engaged in contrast to Kaduna Library Service.

Director

While Bendel Library Service has a functioning Director who is the Chief Executive of the service, supervising the staff and operating the library service throughout the state within the framework of the Board's policies, Kaduna Library Service does not

as yet have a Director, though there is provision for one in the establishment.

Secretaries

While Bendel Library Service provides for a varied cadre of secretaries in its establishment ranging from the Secretary to the Board, to assistant secretary grade II; Kaduna Library system provides for only one Secretary/Legal Adviser.

The rapidly expanding and diversified nature of services being given by Bendel Library Service have resulted also into diversified administrative procedures and necessitated employmant of more secretarial staff. Kaduna Library Service on the other hand, has not expanded much and therefore does not have any need for more than one which it has provided for.

Chief Librarian

Both libraries have provision for a Chief executive, though Kaduna Library Service has not yet employed the person, while the Bendel Library Service has done so.

Principal Librarian

In the establishment both libraries made provision for this grade of professional. But whereas Bendel Library Service provided for two and has two Principal Librarians, Kaduna Library Service provided for one and the person presently heads the service.

Senior Librarian

Bendel Library provided for two Senior Librarians like Kaduna Library, but while Bendel Library has one at the time of writing, Kaduna Library has not yet appointed any senior librarian.

Librarian I

While Bendel Library Service made provision for eight Librarian I and as of now has five, Kaduna Library Service provided for four but at present it does not have any, since the only previous Librarian I resigned in 1977.

Librarian II

Whereas Bendel Library Service made provision for eighteen members of this category in the establishment and at present has eight, Kaduna Library Service made provision for nine and at present has three on the post.

Principal, Senior/Higher Library Officer and Library Officer

For brevity the writer has grouped these four levels of para-professionals into one. Whereas Bendel Library Service provided for twenty-nine on the establishment and at present has ten, Kaduna Library Service provided for eighteen and at present has thirteen.

KASHIM IBRAHIM LIBRARY
RECEIVED

Assistant Library Officer

Kaduna Library Service leads in this cadre provision for nineteen, while Bendel Library Service has provision for eight. But unfortunately, Kaduna has only seven on the post, while Bendel has six, Kaduna has probably made provision for more of this cadre because of its financial position. It will obviously be cheaper to employ the services of this grade than those of a higher calibre

Library Assistant

This group forms the bulk of the staff in both libraries. But whereas Bendel Library Service styled and grouped them into Chief, Senior and grades 1 -3, Kaduna Library Service maintains the single title "Library Assistant". For clarity and brevity, the writer has maintained the plain designation-- Library Assistant.

Whereas Bendel Library Service provided for eighty-eight in the establishment and as of now has sixty-eight, Kaduna Library Service provided for thirty and at present has twenty-eight.

Clerical Officer/Assistant

Of this grade, Bendel Library Service has provision for fourteen and at present has ten on the post, while Kaduna Library Service has provided for ten on the establishment but has three positions filled.

Library Attendant

This is another large group, especially in Bendel Library Service. On the establishment, Bendel Library Service provided for one hundred and six. As of now, it has one hundred and three filled, ~~[illegible]~~, as against Kaduna Library Service which provided for twenty two and has seventeen on the post. In Bendel Library Service, unlike Kaduna Library Service, most members of this group work in the branch libraries.

Ancillary Staff

This is a second major category of staff. It includes the Secretary cadre which has, however been treated earlier.

Accountant

Whereas Bendel Library Service made provision for a principal accountant, a senior accountant, accountant I and II, Kaduna Library Service provided for only Accountant II. At present Bendel Library Service has a Senior Accountant and Accountant II, while Kaduna Library Service does not have any Accountant.

Technical Officer

Whereas Bendel Library Service made provision for two, though there is none at present, Kaduna Library did not provide for this group for its bindery.

Education Officer

Because of the School Library Division and the school services embarked on by Bendel Library Service, it provides for education officers in its establishment. There is provision for four posts but at present there are two education officers. Kaduna Library Service does not have a School Library Division directly under it and so does not have any need for education officers.

Public Relations Officer

Both libraries do not have any person occupying this position though Bendel Library Service has provision for one.

Bookshop Manager

Because of the Book Depot, Bendel Library has a staff member of this category.

Clerical Staff

Confidential Secretaries, Stenographers and Typists are all grouped under clerical staff. They have grades too, but a plain designation as clerical staff is adopted here.

Whereas Kaduna Library Service has nine, though it made provision for thirteen, Bendel Library Service made provision for fifty-nine and at present has thirty-three.

Driver/Mechanic

While Bendel Library Service provided for twenty in the establishment, and at present has fourteen, Kaduna Library Service provided for four and at present has one. Bendel Library Service has five mobile library vans and a fleet of other vehicles This explains why it has so many drivers/mechanics as against Kaduna Library Service.

Printers/Binders

Because of their binderies the two libraries made provision for Printers/Binders, but whereas Bendel Library Service has provided for twelve and has five at present, Kaduna Library Service provided for three and at present has two.

Messengers

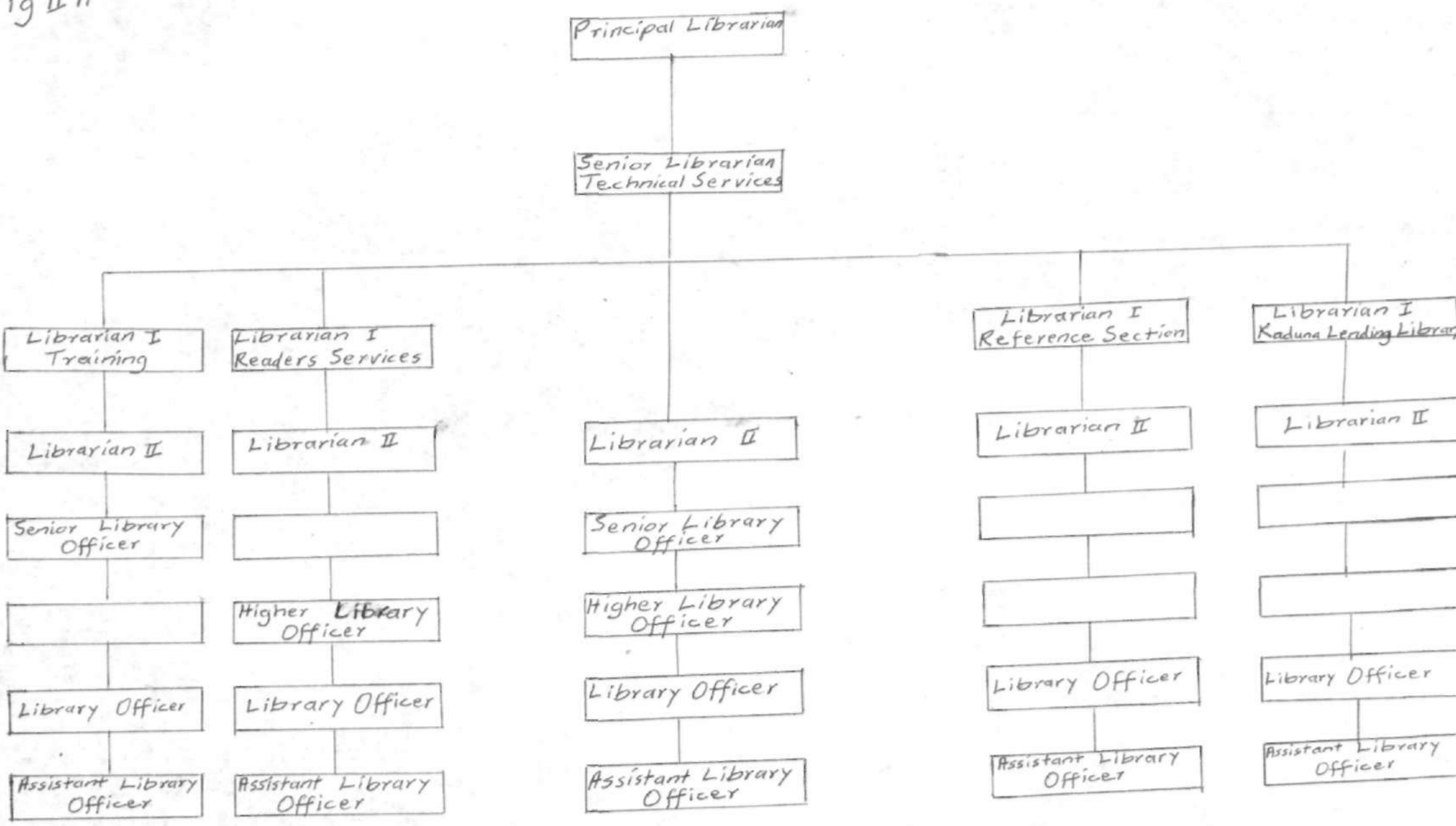
Under this establishment, Bendel provided for seventy-nine but has filled sixty-six, as against Kaduna which provided for nineteen but has fourteen at the moment.

Others

As regards watchmen, cleaners, security guards, telephone operators, gardeners, etc, whereas Bendel Library Service made provisions for forty-two on the establishment and as of now has thirty-four, Kaduna Library Service provided for twenty-nine and as of now has twenty-one.

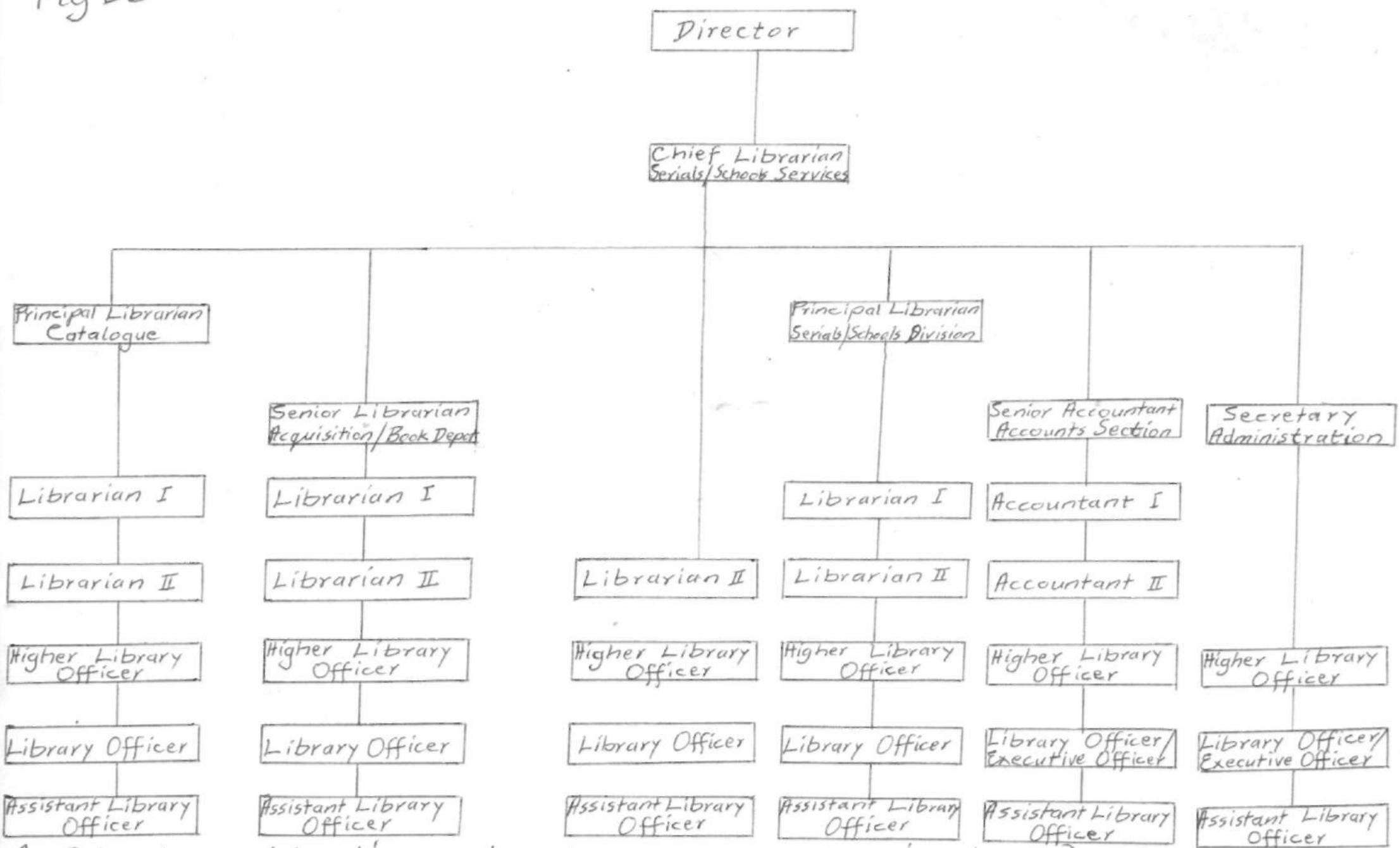
From the foregoing it can be seen that Kaduna State Library Service is understaffed in comparison with Bendel Library Service and that Kaduna's personnel are predominantly of para-professional and lower cadre.

Fig II A



A Chart reflecting structure of professional and para-professional staff, 1975-77 in Kaduna Library Service.

Fig II B



A Chart reflecting structure of professional and para-professio
staff, 1975-77 in Bendel Library Service.

II. Qualifications

There is a traditional division of personnel into clerical and professional.

While it is important that professional librarians must be well-educated with an appreciation for scholarship and its needs, the education and training of librarians in the two libraries are similar, there is local variation in the requirements by Bendel Library Service. The preference of the old established qualifications as against the new ones just emerging creates this difference.

Professional Librarians

While Bendel Library Service [illegible] authorities, emerging mainly from Ibadan Library School, kept and still keep, to some extent, more closely to a purely academic line, although are also swayed by politics of southern and northern education, Kaduna Library Service is more moderate. On the other hand, Kaduna Library Service keeps closely to purely cultural and academic lines in that it does not hold the opinion of "the older the better" library schools, or that all thing meritorious and triumphant have their origin abroad or in Ibadan Library School. Thus, it employes the "home-made" Zaria librarians without hesitation.

The librarian in both libraries is required, in any case, to hold a degree plus a professional qualification, or a degree in librarianship. But while Bendel Library Service hesitantly employs a librarian who holds a Bachelor of Library Science degree or an A.L.A. holder, Kaduna Library Service is very willing to appoint such a person. This can be accounted for by variations that exist between the sough and north as the outcome of environment. The social and political philosophies of southern and northern Nigeria have developed very differently. Cognisance must be taken of this and of the historical backgrounds, temperaments, and levels of education.

A good knowledge of the literature of the library materials, intelligence, intellectual curriosity and good memory are qualities a librarian should possess. A complacent librarian will not be able to deal intelligently eith his clientele. He should be able to direct the readers and should know what is recent and topical as well as what is out of date in the library professional discipline.

Aside from academic qualifications, the personal attitude of the librarian is important. A Librarian cannot afford to be snobbish, because his work involves dealing with people. He must instead be pleasant and cheerful. Both libraries, happily, do not differ in this regard.

Para-Professionals

The two library services have similar requirements in this cadre. Their para-professionals are holders of diploma certificates in librarianship.

Secretaries

The Secretaries are required by the two library services to hold a degree in either Law, Business Studies, Arts or Social Sciences, with post managerial qualifications or experience.

Accountant

In terms of qualifications for this grade of senior staff Bendel Library Service prescribes similar qualifications as Kaduna Library Service. An Accountant seeking employment in the two library services is expected to hold a good honours degree in Accountancy, or Economics with Accountancy as a special subject, or A.C.A., or A.C.C.A., or A.C.M.A. plus post qualification experience.

Education Officers

Bendel Library Service is the only one which requires the services of this type of profession. An education officer is required by the Service to have a degree plus a teaching qualification or a degree in education, plus post qualification experience.

Technical Officers

In terms of qualifications, Bendel Library Service requires this cadre of staff to be holders of City and Guild certificates or technical certificate in reprography or book-binding plus relevant post-qualification experience.

Public Relations Officers

A degree or equivalent professional qualification in journalism or Public Relations or Mass Communication plus post qualification experience is required for this category. It is only Bendel Library Service that provides for this cadre.

Clerical Staff

This category of staff should have at least S.75 certificate plus R.S.A. certificate or its equivalent in shorthand and typewriting at 80 w.p.m and 35 w.p.m. respectively. The two libraries so far do not differ in their requirements.

Library Assistants/Clerical Officers

They should have at least School Certificates or G.C.E. at O/L. Bendel Library Service like Kaduna Library Service demands this qualification from applicants.

Library Attendants

There is a marked difference in the qualification required by both libraries. Whereas Bendel Library Service requires the applicant to have S.75 or its equivalent, Kaduna Library Service requires applicants to have First School Leaving Certificate or Secondary Two. This might be because of lack of applicants who are qualified in the north, unlike in the south where there are many applicants for this post.

Bookshop Manager

This is a unique post to Bendel Library Service because of its Book Depot. The qualifications too are unique to Bendel Library Service. The Bookshop Manager is required to have a degree plus a post-graduate Diploma in Education or comparable qualification in bookselling, or a degree in Education plus post qualification managerial experience in a large bookshop

Executive Officers

The qualifications required for this category of staff are many and varied. In some cases Bendel Library Service requires a degree or final certificate of the Chartered Institute of Secretaries, or final certificate of the corporation of secretaries or diploma in public administration or business administration or merely five years experience in administration, organisation and management in a large organisation. Kaduna Library Service does not have this grade of staff.

Assistant Executive Officer/Assistant Library Officers

The qualification required by both libraries is H.S.C./G.C.E. A/L, but while Bendel Library Service insists on three subjects passed at a sitting or four at two sittings plus relevant experience, Kaduna Library Service has no such specifications.

Motor Drivers/Mechanics

Both libraries again have similar requirements. At least a First School Leaving Certificate plus valid professional Class E driving licence together with Government Trade Test Grade III, and relevant experience.

Others

Messengers, Cleaners, Watchmen and a host of other junior staff are required by both libraries to have at least First School Leaving Certificate, although local variation exists.

III. Methods of Recruitments

The methods of recruitment in both libraries are uniform in some levels of staff but not in others.

At the time of investigation, the two libraries differ in their methods of recruitments of their intermediate and junior staff.

Senior Staff

Appointments in both libraries of senior staff are made through open competition on merit system. Vacancies are advertised publicly in the daily papers or weekly papers and a closing date set. Persons seeking positions make formal applications, then wait a summons to attend interview conducted by a library committee made up of the Board members in the case of Bendel Library Service and by a panel consisting of people from various professions in the case of Kaduna Library Service. The final choice is made from the candidates after the interview.

At the beginning of Bendel Library Service development candidates were subject to take what it called "Tedro Test" conducted by W.A.E.C. This is an apptitude test consisting of English Language, Arithmetic and general questions which first eliminated unsuitable candidates. It was only those who passed the test who were invited to attend the interview where more

candidates were eliminated. Now, this cadre of staff does not take this test. Also, at the end of each academic year, the Director of Bendel Library Service and a Panel of Interviewers like the Kaduna Library Service Librarian visit the library schools for recruitments.

Intermediate and Junior Staff

Whereas vacancies in Bendel Library Services for these categories of staff are advertised like the senior staff positions and persons seeking employment invited for a written test, those who pass interviewed and those who pass the oral interview then employed, Kaduna Library Service has its intermediate and junior staff appointed by the Ministry of Internal Affairs and Information and deployed to it.

IV. Responsibilities

In terms of responsibilities of professionals, i.e. librarians and other senior professionals, for example, the Accountants, para-professionals, intermediate and junior staff of all categories, and as in Ghana Library Service, Jamaica Library Service, Tanzania Library Service and in advanced countries such as Britain and the U.S.A., the two libraries are similar.

There is hardly any variation in the responsibilities of a reference librarian for example, from library to library. The difference, if any, will be that of degree of inquiries resulting from literature awareness by the community and researchers.

Director

The Director as the Chief Executive of Bendel Library Service, plans, organises, supervises and oversees the overall organisation.

Librarians

The Chief Librarian, principal librarians, senior librarians and other ranks of librarians are responsible for acquisition, cataloguing and classification, readers' services, reference work and other professional or administrative work assigned to them in Bendel Library Service.

On the other hand, in Kaduna Library Service, the principal Librarian who is at present the head of the library is responsible for the organisation, administrative work and polity making, while the other librarians perform professional duties.

Para-Professionals

This group in both libraries, are responsible for the processing of library materials and other routine jobs.

Secretaries

The Secretaries are responsible in Bendel Library Service for all administrative matters not within the jurisdiction of the Director. The Secretary to the Board heads the Administrative Division and works under the Director. He prepares all Board papers, keeps its records and advises it on general procedures, etc.

The other ranks of Secretaries work under the Secretary to the Board, helping with planning, organisation, co-ordination, supervision, carrying out administrative duties and so forth.

Kaduna Library Service does not as yet have any Secretary.

Accountants

In both libraries they are responsible for all accounting activities involving keeping records of expenditures, drawing up of budgets. The Kaduna Library Service has not yet employed an Accountant (as at March, 1978).

Education Officers

In Bendel Library Service they are responsible for school library organisation and the selection of books suitable for schools; they also visit school libraries.

Bookshop Manager

In Bendel Library, this staff member is responsible for making available for purchase, books for the public and schools in the Book Depot.

Library Assistant/Attendants

They mainly perform routine jobs - processing of books, writing overdue notices, filing catalogue cards, maintaining periodicals files, statistical returns, etc, in both libraries. They also charge and discharge books to the public.

Clerical Staff

This group is responsible for all routine clerical work and the typing of book cards, book pockets, date due slips, etc.

Printers/Binders

In both libraries these staff rebind damaged stock, and, in the case of Bendel Library Service, are in charge of reprography.

Others

This category of staff assists in the smooth routine running of both libraries and consists of drivers, nightwatchmen, security guards, messengers, gardeners and cleaners.

They are responsible for errands, driving the libraries' vehicles (mobile library vans in Bendel Library Service), sweeping, cleaning and so forth.

V. Conditions of Service

The conditions of service of Bendel Library Service are in alignment with those of Kaduna Library Service though the latter operates under the Civil Service Regulations, while the former operates under the corporation's recently approved regulations.

Basically, there are no variations between the civil service regulations and the Corporation's Regulations. The civil service regulations operate through out the countfy. All entitlements are uniform. This is because Boards and other corporate bodies are required by government policies to harmonise their regulations in accordance with those of the civil service.

Salary

Salary point of entry and annual increments depend on qualifications and experience. Where an experienced graduate may enter on a higher step, the young graduate will enter on a lower step at the normal entry point which is the minimum step on the scale. In Bendel Library unlike the Kaduna Library Service, the Board or the Director can enhance the point of entry in exceptional cases.

Promotion

Other things being equal, this should be on seniority, experience and efficiency. In a country like this, many other factors operate in promotion exercises.

Basically, the two libraries are similar in promotion matters

Housing

Housing allowances are given to staff on Grade level 08 and above. This ranges from the monthly allowance of ₦40.00 and above depending on the level. The higher the level, the higher the allowance, though the maximum is ₦300.00 per annum. The two libraries give these allowances.

Vehicles

There is the usual range of vehicle advances. There is the car advance for senior staff, motor-cycle advance for the intermediate staff and bicycle advance for the junior cadre.

Allowance is also given for the maintenance of vehicles. These are the basic and mileage allowances.

Medical Service

Under the Public Service Regulation which is copied by both libraries and modified to suit individual library's conditions, a refund of money for medical treatments got by a staff member or his immediate family is paid if he can support the claim with genuine receipts.

~~Payment~~. The treatment must be received from government hospitals.

Sick Leave

A staff member of both libraries is entitled to sick leave granted by an approved medical practitioner.

Maternity Leave

Female staff are entitled to maternity leave in both libraries.

Annual Leave

This is an entitlement to every staff, senior or junior, but the duration increases with seniority. Leave allowance is paid to only male staff and single girls.

The amount paid ranges from ₦65.00 to ₦160.00 and it depends on the level of the staff member and his marital status.

Retirement

Staff who are permanent are entitled to retirement at old age with benefits. Gratuity at a percentage of the officer's salary is paid for contract officers. Both libraries follow this procedure.

In-Service Training

Before 1976, a staff member in Bendel Library Service who has worked for three years with good records was entitled to in-service-training, but as from last year this was revised. In-service-training is no more a right or privilege. It is the Head of the Department that has to recommend a person of his choice.

This no doubt could be detrimental to growth, for it may place too much power on the head who could recommend those whom he favours only.

General

Generally, if the appointments are permanent and pensionable subject to two years satisfactory probationary period, conditions of service take the pattern prescribed by the Public Service. Board or no Board, the two libraries are very similar in their conditions of service.

It must be noted that conditions of service for expatriates are not considered here as they are usually given special conditions of service.

REFERENCE - CHAPTER IV

[46]Strauss, L.J. & others. Op. Cit.

CHAPTER V

THE LIBRARY BUDGETS

In chapter two, which dealt with the organisational structure of the two libraries, it was pointed out that the financial position was the controlling factor for employment of staff in each library. In this chapter, the writer intends to deal with the financial resources of the two libraries, that is, areas of expenditure, both recurrent and capital, and the preparation and adoption of the estimates.

I Financial Resources

It is necessary that a definite budget be developed within which any library is to operate. This has long been recognised as a proper practice and that budgeting is a usual procedure. Morris Gelfand in his paper stressed that the evergrowing demands on taxpayers for support of public services cannot be ignored; nor can the taxpayers' resistance. Because of these budget preparation and presentation are important, and should be carefully planned in public libraries where accountability is also needed.[47]

A break-down of figures showing exactly how much is being spent on each item is important because an occasion could arise when facts and figures to justify the operation as an economic asset are needed. Also a budget should not be regarded solely as a financial document for planning and control purposes, but as an important instrument of communication and persuasion.

Sources of Revenue	Kaduna Library Service 1973/74	1974/75	1975/76	Bendel Library Service 1973/74	1974/75	1975/76
1. Government Grants	121,995	145,295	278,140	570,000	1,021,310	1,590,000
a. Books, periodicals, etc.	63,000	82,295	174,640	300,000	411,000	600,000
b. Salaries	58,995	63,000	103,500	210,600	300,000	470,100
c. Allowance						
2. Other Sources	-	-	-	-	-	-
a. Donations/Gifts	-	-	-	-	-	-
b. Borrowed Money	-	-	-	-	-	-
Total	₦121,995	₦145,295	₦278,140	₦570,000	₦1,021,340	₦1,590,000

Table 6 showing Recurrent Revenue for 1973-1976 of both libraries.

Sources of Revenue

The sources of fund by the two libraries and the mode of collection are similar: they are either through government grants or gifts.

Government Grants

The costs of operating the services of both libraries have been fully met by the two State Governments concerned through annual grants. As regards Bendel Library Service the grant is made to the Board. The Edict provides that the Board's work be subject to Government approval financial control and proposals for maintenance and expansion of service are presented to the Government in the annual estimates of expenditure prepared by the Accountants, all heads of sections and the Director as well as in special submissions such as Five-Year or Ten-Year Development Plan. Since the inception of the library service an estimate is prepared at the end of every financial year and submitted to the State Executive Council for approval. This when approved forms an integral part of the State government's long term educational, social and economic programme.

Like the Bendel Library Service, the Kaduna Library Service's Principal Librarian and his assistants prepare its yearly estimates which are presented at the State Executive Council meeting for the yearly budget, and similarly, when approved form an integral

part of the state government's long term educational, social and economic programme.

Whereas at the moment the Permanent Secretary in the Ministry of Internal Affairs and Information accounts for the estimates of Kaduna Library Service, the accounting officers in the case of Bendel Library Service are the Boards authorities, aided partially by the Permanent Secretary in the Ministry of Education.

Both libraries are subject to government auditing and other usual government financial control measures.

Per Capita Grant

The governments of Kaduna State and Bendel State bear the burden of financing the respective libraries. Operating on the basis of library standards,[48] each votes a proportionate amount per year. In 1973/74 financial year Bendel Government voted ₦570,000 for the library service, in 1974/75 it voted ₦1,021,340, and in 1975/76 ₦1,590,000, while Kaduna government voted ₦121,995 in 1973/74, ₦145,295 in 1974/75 and ₦278,140 in 1975/76. Whereas in 1975/76, the amounted voted by Bendel Government represented 7% of the total vote for the year which was ₦202,573,240, Kaduna Library Service vote for that year represented 13% of the total government vote for the year, ₦200,560,220. It is reckoned that each reader in both libraries

is given an average of N1.00 per annum.

Capital Grant

This is the grant given for the capital projects undertaken by the library on buildings and equipment. It includes the cost of building the central library, branch libraries, buying of furniture, shelving, books and other equipment.

In the capital grants, the two libraries do not differ.

[illegible]

Salaries

These usually constitute the largest of the various divisions of the total budget. Both libraries therefore make substantial amount in the yearly estimates for defence at the Executive Council Meetings. Table 6 shows amounts allotted by each.

Other Sources of Revenue

Those put in this column are donations or gifts from friends of the libraries or from fines. They are insignificant sources of revenue. Bendel Library Service does not charge fines on over-due books, though Kaduna Library Service does.

While in 1972, Bendel Library Service received a gift of ₦10,000 for the purchase of a mobile library van, Kaduna Library Service has had other forms of donations before then.

II. Areas of Expenditure

These embrace recurrent and capital expenditures. To collect this information, the writer went through the statements of expenditures of the two libraries. The facts were based mainly on 1973/74 to 1975/76 Financial years.

Item of Expenditure	Kaduna Library Service			Bendel Library Service		
	1973/74	1974/75	1975/76	1973/74	1974/75	1975/76
Salaries	58,995*	82,295	174,640	210,600	300,000	470,100
Books	63,000	63,000	103,500	300,000	411,000	600,000
Furniture, etc.						
Rebinding the book stock	2,000	2,000	2,000	-	-	-
Main Building	-	-	-	-		
Branch Libraries	9,300	18,050	48,160			
Administration						
In-service-training						
Miscellaneous, e.g.						
Stationery, transport						
	N121,995	N145,295	N278,140	N570,000	N1,021,340	N1,590,000

Table 7 showing the Recurrent Expenditure of both libraries.

Salaries

It is noteworthy that salaries of staff cut so deeply into the libraries' funds. It can be seen from the table that 48% of Kaduna Library Service fund went on salaries in 1973/74.

This is probably partly because good staff are difficult to retain, and so in order to retain them higher salaries are paid.

Capital Revenue and Expenditures

Capital grants are made by the respective governments of Kaduna and Bendel States for constructing library buildings, purchasing books and other equipment. Usually, there is hardly any surplus from the capital revenues, since at the end of the financial year there is a "mad rush" to spend what is left before it reverts to the government treasury.

In some libraries, there are cases of over spending, but happily neither Bendel Library Service has over spent as shown by the tables.

Cost of Buildings

This is another area where a large sum of money is spent. But happily, buildings are not constructed every year of the life of a library.

In 1975, it was stated that all major towns in the then Midwestern State were to get public libraries within the Five-Year Plan period. To this end, a sum of more than ₦2.1 million was to be spent on the construction of modern library buildings in the state. This is because according to government sources then library "services are now being recognised as vital sources of motive power for economic and social change."[49]

The construction of the modern central library started in 1975 was projected to house 100,000 volumes when completed.

It can be seen from Bendel Library Service that ₦2.1 million will be spent on buildings.

Also in 1975, Kaduna State government voted ₦40,000 for building Katsina branch library.[50] This is no small amount either.

Books and Serials

A large amount goes on these too. Added to the cost of buying them is the cost of rebinding the stock. Both libraries have binderies and this offsets costs which would have been paid to private book-binders to rebind their worn stocks.

All the same, the bindery equipment is very expensive and therefore adds a handsome amount to the bulk of money spent on books and serials by both libraries.

Kaduna Library Service, unlike Bendel Library Service tenders for some types of books from booksellers. This might increase its book cost. The presence of the Bendel Book Depot supplying Bendel Library Service with cheap books makes a lot of difference.

Furniture and Other Equipment

Furniture specially designed for libraries is very expensive Both libraries have had to import shelving, furniture, microfilm readers, photocopying machines and other equipment. For some time now, however, Bendel Library Service has employed the service of a local furniture maker who makes certain items to specifications.

Administration and Others

Expenditure on administration includes staff emoluments and other office expenses, while miscellaneous expenditure covers maintenance of vehicles, transport allowances, medicare refunds, entertainment, etc.

In 1973/74 fiscal year the total expenditure of Kaduna Library Service was ₦121,995. Books, periodicals and miscellaneous expenses accounted for 52% of it, while staff accounted for 48% of it. Books, periodicals and other expenses which amount to ₦63,000 accounted for 43% of it, while salaries accounted for the rest. In 1975/76 fiscal year, it spent ₦278,140 and books periodicals and other items accounted for 37%, while salaries took the remaining amount. The average per capita expenditure on a reader was ₦1.00.

On the other hand Bendel Library Service had much more for these fiscal years. In 1973/74 financial year Bendel Library Service had ₦570,000. Books, periodicals and miscellaneous spendings which were ₦300,000 accounted for 52.7% of the total vote, while salaries accounted for the rest. In 1974/75, it had ₦1,021,340, and books, periodicals and other things purchased accounted for 42%, while salaries accounted for the rest. In 1975/76 fiscal year, its vote was ₦1,590,000. Of this amount books, periodicals and other expenditure accounted for about 38%, while salaries again took the lion's share.

YEARLY EXPENDITURES IN PERSPECTIVE

Bendel Library Service

Kaduna Library Service

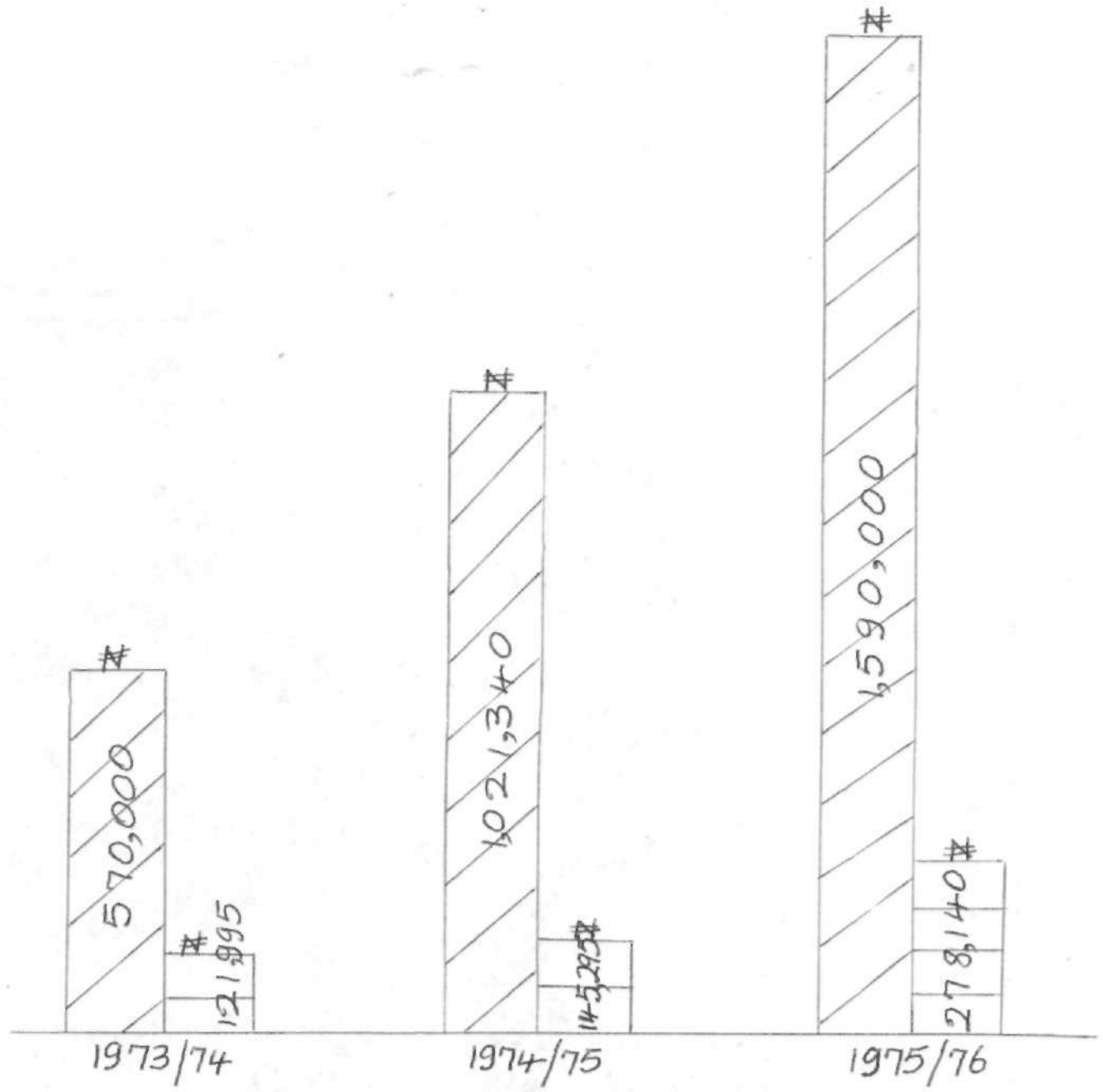


Fig III A graph showing finances of the two Libraries for 1973-76

Proportion to Yearly Budgets

It is important to relate the amount voted for library expenditures with the total yearly budget for each of the services. It would have been better to relate it to the respective ministries under which these two libraries are placed but, as earlier mentioned, Bendel Library Service does not get its vote from the share of Ministry's allocation as Kaduna Library Service does, but instead from the Corporation and Boards special votes.

The proportion of budgets allotted to libraries is usually influenced by the attitudes and interest of the leaders in libraries and especially by the dynamic leadership of the chief executive. A political leader who is enlightened and appreciates the value of libraries would vote a substantial amount for library development, Monetary resources will also have an influence, espedially in poor states.

In 1973/74 financial year Kaduna State budgeted ₦86.9 million for its capital and recurrent expenditures. Out of this the library got ₦121,995. This gives us .14% of the total budget. In the following year, 1974/75, the state government budgeted ₦85.6 million and from this the library's share was ₦145,295, giving .15%. In 1975/76 fiscal year, the

REFERENCES – CHAPTER V

[46] Gelfand, Morris A. Budget preparation and presentation: creating a favourable climate for budget approval. Am. Lib. 3:496-500, May '72.

[47] Dipeolu, J.O. Library statistics, library standards, and library development. Nigerian Lib. 9:57-65, Ap-Aug. '73.

[48] Daily Times, Wednesday May 21, 1975. p.1.

[49] New Nigerian, Thursday May 1, 1975. p.2.

CHAPTER VI

ADMINISTRATION OF THE LIBRARIES

I. Administration

It is not the intention of the writer to treat administration in detail in this work.

Purpose for Providing Libraries

The main purpose for providing libraries is to give readers for whom the service is planned whatever information they may require. This use, says an expert, "must be administered through procedures that are adapted to the convenience of the clientele as much as possible. All controlling routines should be established on the basic principle of keeping them as simple as possible the chief intention being to invite and encourage active consultation of the literature.

A good impression of efficiency is created if a staff member is always available to accept requests for information or assistance in locating specific publications. Facts, or the volume containing them are often elusive and time should not be lost in vain searching if an alert ready information specialist could quickly locate the information. All inquiries should be treated with serious consideration... from the minor query to the most

important."[50]

With the above quotation in mind, the administration of a public library should be one geared toward efficiency.

Typical Administrative Pattern

The two libraries follow a centralised system of administration. Their procedures for administration do not differ and there is an astonishing degree of similarity in administration in the two libraries resulting from unity of aim amongst the authorities.

In public libraries, Kaduna Library Service and Bendel Library Service included, which seek to serve the public, specific procedures must be instituted which conform to specific requirements. Because of the importance of a library as an information centre and the vital necessity of its complete accessibility, the system for controlling the libraries needs to be carefully planned.

Libraries in developing countries, the two libraries being treated included, have sometimes been influenced in the approaches they take to the library administration by the developed libraries in the developed countries which have had a role in their historical development. African countries, which were once colonies of Britain, for example, have library

and educational programmes which reflect British patterns, though there have been substantial adaptations to local needs; similar effects may be observed in countries influenced by France, Germany and so forth.

Administration in Kaduna Library and Bendel Library Services

Despite substantial variations from country to country, a reasonably common, if somewhat idealised, administrative pattern may be drawn for developing countries. In Nigeria, public library services are under the ministries. Library services are distributed fairly, for our standard, throughout the states - Kaduna and Bendel states of Nigeria. At the periphery of the system are branch libraries, and a mobile library service in the case of Bendel Library. The service points and the activities that emanate from them are the foundation of the two library service systems.

For administrative convenience, the two libraries adopted a centralised administrative system and each library is divided into Training Wing, Technical Services, Circulation Section, Reference Section and Kaduna Lending Library in Kaduna Library Service, and Serials/Schools Library Division,/Mobile Library Service, Technical Services, and Readers' Service Division in Bendel Library Service. In the central library of each library

system, each section or division is headed by a senior professional librarian. The central libraries are staffed by professionals and ancillary staff. While the Director is the overall head in Bendel Library Service, the Principal librarian in Kaduna Library Service is the head of the service. The branch libraries are usually staffed by professional, intermediate and junior staff in Bendel Library Service, headed by the professional or intermediate, while in Kaduna Library Service they are staffed by intermediate and junior staff, and the intermediate heads the branch library. The staff of the branch libraries include library officers, assistant library officers and library assistants and attendants in most cases in both libraries. These do the routine jobs and serve the community with about 3,500 volumes.

Of central importance is the distribution of responsibilities between the professional and ancillary staff. (Responsibilities of staff have already been treated in chapter III).

The central administration of the ministries in both libraries provide policies and guidelines for the entire library service and in some instances, also provide a central planning unit.

Problems

Problems of finance, shortage of staff and other resources, and inadequacies in staff motivation have sometimes led to malfunctions in the systems. Nonetheless, the library services in both libraries have generally provided a sound basis for future expansion within the framework of national development.

Variations

Variations, if any, in the organisation of the two services are differences largely as an expression of their different historical backgrounds. Bendel State Government which runs Bendel Library Services is generally more affluent and more library conscious than Kaduna State Government, which runs Kaduna Library Service. The urge to educate everyone is more widespread in Bendel State and the urge to get the libraries to all parts of the state is more prominent there. This explains why the library service has diversified more in Bendel State than in Kaduna State. Nonetheless, the basic administration programme is the same. Long-range planning occupies the Borad and the staff of Bendel Library Service and the staff of Kaduna Library Service just as all major public libraries in developing countries which recognise the need to expand into unreached areas of service

II. Library Public Relations

Cordial relations between a library and the community it serves cannot be overemphasized. For progress and good administration, cooperation between the library and readers is necessary.

It is important and necessary to look at the library service through the eyes of its clientele, of an employee, of an employer, and of a non-user.

Publicity

Authorities believe that there should be the positive aspect of public relations in any institution, a publicity activity which is both inspiring and encouraging.[51] Bendel Library Service recognised this when it made provision for a public relations officer in its annual estimates unlike Kaduna Library Service. Bendel Library Service actually employed the service of one officer but he did not serve long before he resigned his appointment in 1975.

It is important that librarians make the public and government aware of the value of a library service. It is the public relations officer who is to help the library with this task of winning the awareness and goodwill of the community, and of encouraging the community to know, understand

and appreciate the library, its resources and its purposes.

Committees

From observation, the two libraries do not have committees or associations like the Teacher-Parents-Associations in schools, in which both the library staff and community meet to discuss problems. It is important to co-opt on the library committees, well informed members of the public who will help in spreading the news of the good work of the libraries. It is through their participation that people become aware of the problems of the libraries.

Ways to Fulfil Role

Diverse plans seeking better ways for libraries to fulfil their role should be designed to bring increased educational opportunities to rich and poor, literate and illiterate and employed and unemployed. The image of both libraries can be further projected if relations between them and the communities they serve are cordial.

As A. Olugboyega Banjo, in a conference paper, commented;

"But the library is not only a repository, it has an active role. It contributes to the development of the community and speeds it up. It implants ideas, it opens up minds, it fires the imagination, it releases the brakes of ignorance and reinforces the dynamics of progress. It inspires young men to see visions

and when they grow old it helps them to dream peaceful dreams.

It is in the mind that progress orginates and the library feeds the mind".[52]

REFERENCES - CHAPTER VI

[50] Strauss, L.J. & Others. Op. cit.

[51] Fontaine, Sue. Library public relation: a comment. Cath. Lib. Wld., 46(7) Feb. '75. p. 288-289.

[52] Banjo, A. Olugboyega. Role of library service in the new National Development Plan. Nigerian Lib. Vol. 7(3) Dec.

CHAPTER VII

SUMMARY/CONCLUSION

I. Summary - This project was carried out in order to gain an insight into the organisation of Kaduna Library Service and Bendel Library Service on a comparative basis.

Responsibility

The project has revealed that the two libraries are responsible for their development, subject to approval from the ministries under which they are placed. Whereas Kaduna Library Service comes under the Ministry of Internal Affairs and Information, Bendel Library Service comes under the Ministry of Education.

Execution of Functions

The functions of Bendel Library Service are executed by the Bendel Library Board, while those of Kaduna Library Service are executed by the Ministry of Internal Affairs and Information. The sub-committees in both libraries have no statutory authority All they do is to recommend to the library authorities.

Appointments

The appointment of the Director of Bendel Library Service receives the approval of the Ministry of Education and that of the other staff comes under the responsibility of the Board. On the other hand, Kaduna Library Service receives approval for all its

senior staff appointments from the Ministry which also appoints its junior staff and deploys them to it.

Staff Responsibilities

The responsibility of the Bendel Library Service Director are both administrative and professional, and those of other staff are partly administrative professional and routine, depending on the post. The Principal Librarian in Kaduna Library Service who is at present the head does all the administrative work and the other staff do the professional and routine jobs.

Structure

Basically, the library organisational systems are composed of a main library and branch libraries. But whereas Bendel Library Service also serves the prisons, hospitals, remand homes schools, and has a mobile library service, Kaduna Library Service has a more restricted service. The difference is more striking when one considers that there were, according to the 1963 census 4,098,305 inhabitants in Kaduna State (Kaduna having over 149,910) with 120 library staff, while 2,535,839 inhabited Bendel State (Benin City having 100,694) and 391 library staff.

Problems

It is unfortunate that in Nigeria, and especially the headquarters which are the economic and financial centres of the country, housing and other problems have not been satisfactorily solved. It is, therefore, difficult for library authorities to develop plans and push their programmes for improvement, when broader problems taking priority over theirs, have yet to be settled. Kaduna Library Service more than Bendel Library Service has faced this reality in that Bendel State government has voted more generously towards the expansion of its library service than Kaduna State government (see p. 91) for difference in their votes).

While education in both states has a larger vote than library service, it is noteworthy that Bendel Library Service still has a bigger annual vote than Kaduna Library Service. While education in Kaduna State in 1975/76, for example, received ₦28,518,014, library service received ₦103,500.00. In Bendel State whereas education received ₦75,220,000, library service received ₦1,590,000.00 in the same year, 1975/76. At a glance, one can see how much importance is attached to education, while libraries which play an important role in education itself are relegated to the background, even in the fiscal year, 1975/76 when all the

governments voted a larger amount of money than ever before. This was the period of the "oil boom".

Development Pace

The difference in development in both libraries is very great when one considers that Bendel Library Service is just about seven years old as against Kaduna Library Service which is about 13 years old (from the creation of North Central State in 1967). Bendel Library Service is larger, judging from the volumes of books by March 1976 which stood at 170,124, the services it gives and the size of its staff which is 530 on its Establishment with 391 on posts as opposed to Kaduna State Library Service which by 1976 had 70,000 volumes, 189 staff establishment with 120 on posts and no other form of services rendered apart from its branch libraries. To have a clearer view of the difference in development, by March 1976 Bendel Library Service recorded 7,196 readers in the main library only, and had well over 202,822 issues (Benin City) as against Kaduna Library Service which recorded 99,000 readers and had 42,667 issues made in 13 years.

The growth of Bendel Library Service could be attributed to its late start and to its foresight in having a Board which aided rapid expansion. On the other hand, Kaduna Library Service has expanded much probably because it had no Library Board up to

1st October, 1976, and this Board was not inaugurated until the 31st January, 1978. Also, the library service coming under the umbrella of the Ministry of Internal Affairs and Information had no prospect of growing as it had to compete with other services which the authorities viewed to be more important. It therefore had little chance of receiving a good vote. Hopefully, the Board now inaugurated, will rectify the static state of the library service.

II. Conclusion - As noted before in the paper, there is an astonishing degree of similarity in public library practice in the two libraries and a remarkable unity of purpose amongst the authorities. The only striking difference is in degree of carrying out the objectives and the pace of development. Whereas Bendel Library Service has in a much shorter period attained great height, diversifying its services, Kaduna Library Service has, in a much longer period achieved very little.

Kaduna as Nucleus of North Libraries

Kaduna Library Service has some old and illustrious roots being the "mother" of all the northern states libraries. Given more financial backing and a dynamic leadership like that in Bendel Library Service, it will grow from this retarded stage.

Society

When considering libraries in Nigeria, one must keep in mind the country's history and culture, her experience and local traditions. In a developing country such as ours, it is not always possible to build new educational structures following the techniques and experiences put into practice elsewhere in far more advanced countries. This should not be read to mean refusal of advanced technologies; far from it. All that the author means is that one should take the society into consideration.

This is also true of public libraries which are built for those who wish to read and not only to serve as a repository for books. The mass of population in both urban and rural areas must be reached.

Objective

The goal for establishing these libraries, therefore, is not only to give all citizens the possibility of using books in adequate premises or access to up-to-date collections, but to promote special programmes, to encourage more reading and to generate and satisfy more requests for basic information. These are the principles which no doubt inspired activities in both libraries.

Co-operation

Effectiveness of the organisation of both library systems depends to a great extent on the co-operation of the respective state governments and the Library Boards (when Kaduna Library Board starts functioning). Once the governments and the Boards know that organisational structure of a library is the motivating factor for efficiency the above aim for establishing the libraries will be a reality.

Hopefully, contacts between the state librarians will improve co-operation amongst the library services in the country.

BIBLIOGRAPHY

1. Africa south of the Sahara 1977-78. 7th ed. London, Europe Pub., 1977. p. 661.

2. Ahmadu Bello University Calendar, 1971-72. Zaria, University Press.

3. Bendel Library Board; Achievements. 1st October, 1976 - 31st October, 1977.

4. Bendel Library Board: Regulations, 1977.

5. Bendel Library Board: report by the Director, 19th March, 1976.

6. Bendel Library Board: Staff List. 10th June, 1977.

7. Cooper, M. Organisational patterns in libraries. College Research Lib. 29, 257-363, 1968.

8. Dane, William J. Organisational patterns in public libraries. Lib. Trends. Vol. 23(3) Jan. '75. p. 329-34.

9. Dunsire, Andrew. Administration; the world and science. London, 1973. p. 120-170.

10. Encyclopaedia of library and information science. New York, Marcel Dekker, 1968. Vol. 1, p. 83.

11. Fisher, E.L. A checklist for the organisation, operation and evaluation of libraries. Sp. Library Assn., N.Y., 1966. 5p.

12. Gaerts, J. Organisation and functions of public libraries: French speaking part of Belgium and Brussels. Int. Lib. Rev. No. 4 Oct., 1970. p. 427-437.

13. Gonzolex, E.W. & McKenna, F.E. Creative organisation: the librarian as manager, a symposium. Sp. Lib. 55, 548-558, (1964).

14. Ifill, E.L.V. The public library movement in Barbados and Jamaica from the middle of the C19th to the present. Library Assn. F.L.A. Thesis. 1968.

15. Landau, Thomas. Dictionary of Librarianship. London, 1957. p. 4-8.

16. Kaduna Library Service: Categories of staff. (Establishment

17. Midwest State Library; Report by the Director. 1st October, 1970 - 31st March, 1973.

18. Midwestern State of Nigeria: Estimates of the Government of the Midwestern State of Nigeria including Memorandum and Military Governor's statement. 1973-74. Benin City, Government Printers, 1973.

19. Midwestern State of Nigeria: Estimates of the Government of the Midwestern State of Nigeria including Memorandum and Military Governor's statement. 1974-75. Benin City, Government Printers, 1974.

20. Midwestern State of Nigeria: Estimates of the Government of the Midwestern State of Nigeria including Memorandum and Military Governor's statement. 1975-76. Benin City, Government Printers, 1975.

21. New Nigerian, Wednesday, May 2, 1973. p.1.

22. Nigeria: Second National Development Plan, 1970-74. Lagos. (Central Planning Office) Federal Ministry of Economic Development, 1969. (Vol. 1).

23. Nigeria: Third National Development Plan, 1975-80, Vol.II, Project summary. p. 275-301.

24. North Central State of Nigeria: Estimates of the Government of North Central State of Nigeria, 1973-74. Kaduna, Government Printers, 1973.

25. North Central State of Nigeria: Estimates of the Government of North Central State of Nigeria, 1974-75. Kaduna, Government Printers, 1974.

26. North Central State of Nigeria: Estimates of the Government of North Central State of Nigeria, 1975-76. Kaduna, Government Printers, 1975.

27. North Central State of Nigeria: Ministry of Internal Affairs and Information; Draft of scheme of service. (Library Division), 1976.

28. Pagetti, R. The organisation of public libraries in Milan. Int. Lib. Rev. (1973), 73-77.

29. Perkinson, Grace E. If the truth be told... some reflections on the functions of library public relation. Cath. Lib. Wld. 46(7) Feb., 1975. P. 290-293.

30. Peterson, L.J. "Present status of training college libraries in the Northern provinces of Nigeria", School Libraries Notes, Sept., 1966. p. 4-7.

31. Preibish, A. Polish libraries: their structure, organisation and aims. Int. Lib. Rev. (1977). 161-174.

32. Stone, Lucie R. British library ways. A.L.A. Bul., Sept., 1954. p. 433-35

33. Strieby, I.M. Organisational relations of libraries. Lib. Trends. 1. P. 173-187 (1952).

34. Swanson, Rowena W. Organisation theory related to library management. Lib. J. 30(4) Jul-Aug., 1973. p. 356-64

35. Thompson, James & others (1958) Technology, organisation and administration. Admin. Sc. Quarterly 2 (3) p. 325-43.

36. Udoh, V.E. System planning and development in the North Eastern State of Nigeria. M.L.S. Thesis, A.B.U., 1977. p. 54.

37. Usherwood, B. Library public relations: an introduction. (In: studies in Library Management, Vol. 2; ed. by G. Holroyd. London, C. Bingley, 1974. p. 114-133).

38. Vergnano, L. Pecorella. The organisation of Italian library. Int. Lib. Rev. (1973) 5, 77-80.

39. Wali, Mu'azu. Schools library service in North Central State. (Loose notes from files).

40. W.A. Libraries, 1954-5.

41. W.A.L.A. news, 1955-6.

42. Walsh, R.R. Branch library planning. Lib. Trends. 18, p. 216-222 (1969).

Bibliography - Corrigenda

(1) Benge, R.C. Oral interview.

(2) Evans, E.J.A. A tropical library service: the story of Ghana libraries. London, A. Deutsch, 1964. (Foreward).

(3) Fafunwa, Babs. "The role of Libraries in education." Nigerian Lib. Vol.2. 1966. P.20 - 4.

(4) Kaungamno, Ezekiel E. Functions and activities of Tanzania library service within the NATIS Concept. Unesco Bulgor Lib. Vol. XXlX No.5, Sept. - October, 1975, p. 242-248.

(5) Oni-Orisan, B.A. "Education, School Libraries and Nigeria's development Plans 1970-72 Nigerian Lib., Vol.8 (1) April. 1972. p. 23-25.

(6) Sinnette, E.D. "Administration of the School Library in Nigeria." Nigerian Lib. Vol. 5(3) Dec. 1969. p. 83-87.

(7. Tatarchuk, A.D. The Organisation of the Management Structure in centralised library system. LISA., Jan. - Feb., 1976.

(8) Warmington, C.A. & Others. Jamaica Library Service: 21 years of Progress in Picture. 1948-1969. Kingston, Jamaica Library Service, 1972. 367p.

APPENDIX I

Department of Library Science
Ahmadu Bello University
Zaria

Field Project

A

Part 1

1. The structural organisation of the library:
   (a) Line of Authority
   (b) Staff line

2. Policy making machinery
   (a) What is the process of formulating policies?
   (b) In what ways do policies affect the functions of the library authority?

3. How are the following committees appointed and what are their functions?
   (a) the Library Board
   (b) Finance - Sub-committee
   (c) Planning - Sub-committee

4. How are the following officers appointed and what are their duties?
   (a) Chairman of the Board
   (b) Director of the library
   (c) Librarians
   (d) Others - administrative, etc staff.

Library Finances

1. How does the library get its funds?
2. What are its financial resources?
3. What are the areas of expenditure?
4. Who are involved in the preparation and adoption of the library estimates?
5. What problems does the library face in getting its funds?
6. What effects do financial problems have on the development of the library?

Staff (Personnel)

1. What are the categories of librarians employed?
2. What problems does the library have in the recruitment of librarians?
3. What are the methods of recruitment?
4. How are other staff recruited?
5. How many librarians are on training?

Part 2

Relationship with the Ministry

1. How is the ministry involved in the whole set-up?

2. What control or influence does it have over the library?

Appendix II



A MAP OF NIGERIA SHOWING KADUNA AND BENDEL STATES.