

**FEE BASED SERVICES AS SOURCES OF WEALTH CREATION FOR ACADEMIC LIBRARIES IN NIGERIA.****By****AKPOM, C. C. (PH.D, CLN)  
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IKE PATRICIA. C  
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ENEM, F. N. (PH.D)****Abstract**

The study investigated fee based services as sources of wealth creation for academic libraries in Nigeria. The study was guided by three research questions. A purposive sampling technique was used to select a population of 100 librarians in academic libraries in Nigeria from the WhatsApp group platform of the Academic and Research Library Section (ARLs) of the Nigerian Library Association consisting of a total of 448 members spanning federal, state, private University libraries and research libraries in Nigeria. A web survey research design was adopted for the study. The entire population of 100 was used because it was a manageable number. Data was collected using a structured questionnaire created with Google form. After a period of one month of repeated reminders, forty (40%) responses were recorded. Data were analyzed using mean and standard deviation. On the scale, the average cut-off mean was 2.50, hence, an item was accepted if it was 2.50 or above. However, it is rejected if it is below 2.50. The study revealed that the libraries under study adopted very few fee based services; photocopying/reprographic services, library card replacement, fines for overdue items and binding services. In as much as few fee based services were adopted, the extent to which they contributed to wealth creation was high. The study also found out challenges that hinder the success of fee based services to include lack of fee based policy framework, poor access to ICT facilities, lack of appropriate infrastructure, inadequate basic skills services needed for fee based operations, low awareness level of available fee-based services, changes in information profession and poor power supply. The study recommended among others that charges for fee based services remain affordable to encourage patronage and avoid losing clients to other information provider thereby increasing revenue for the library.

**Introduction**

The library has historically been seen as a social service provided to its intended audience at no cost.

The academic library is a critical turning point that ensures successful information gathering, storage, retrieval, and dissemination most of the time, hence facilitating all academic endeavors. Information provision is becoming increasingly difficult for libraries to deliver to their patrons, particularly in this digital era (Okeke, Urhiewhu, and Nwafor 2015). This is due to the government's and other

stakeholders' inadequate financial support for libraries, which has necessitated the need for libraries to introduce multiple sources of financial support in order to meet the new trends in educational, social, technological, and research in our academic libraries.

Academic libraries provide an absolutely essential service that impacts the entire institution, and without them, the institution will cease to function as a center for teaching and research. Academic libraries and other information centers owe it to their customers. This obligation can be carried out efficiently only if suitable financial resources are made available, as well as alternative means of sourcing funds to supplement the inadequate budgetary allocation of academic libraries through the implementation of fee-based library services.

Fee-based library services are the only solution to the budgetary constraints that prevent academic libraries from providing effective and efficient service delivery. It promotes a variety of financial routes to meet the enhanced position and usage of resources and services that will cater to our contemporary society's educational, social, technical, and research needs. In other words, much as in the legal and medical professions, a price is collected for specific services delivered. According to Nkoyo, cited in Ejezie and Okeke (2021), fee-based library services are profit-oriented services.

This implies that fee-based library services are services provided by a library or an information broker in exchange for monetary compensation, and these services include information consultancy, translation services, selective dissemination of information, current awareness services, bibliography compilation, information repackaging, photocopying services, internet services, indexing and abstracting services, and so on. The demand for fee-based services indicates the importance of library services, which will assist management in better planning for future demands. Fee-based services, when administered properly, will boost competition. Clients should pay for library services in the

same manner that they pay for a variety of public services (e.g., parks, museums, bridges, and highways), even if they are tax-financed.

Reports show that proponents of fee-based library services are taking the stage since libraries are instituting fees on selected services and products.

However, establishing fee-based services in academic libraries is akin to setting up an entrepreneurial venture in the business world because it involves buyers and sellers' provision of quality service, records or inventory involving income and expenditure, and the monitoring of the latest developments as they affect the business world. Thus, academic libraries have begun to realize that fee-based products and services are integral parts of administration, especially as a means for fund generation, improving user satisfaction, and promoting the use of services by current and potential users. Despite the increase in information, contemporary libraries still find it difficult to a large extent to meet the information needs of users as a result of poor funding. To this end, the study will focus on fee-based services as sources of wealth creation for academic libraries.

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### **Statement of the Problem**

The economic downturn that is afflicting many regions of the world in general, and Nigeria in particular, has resulted in inadequate funding for public and commercial institutions, including libraries at all levels. The academic library, as the center of all institutions, has not been insulated from their parent bodies' financial troubles, which has resulted in numerous hurdles; the question now

is- how can these challenges may be handled? This necessitated the search for alternative funding sources.

Despite the academic library's role in universities in the twenty-first century, libraries continue to struggle to meet the information needs of their biggest clients due to a lack of money. The advantages of fee-based services are important to academic libraries' demands in Nigeria. To that end, the study will concentrate on fee-based services as sources of wealth creation for Nigerian university libraries.

### **Research questions**

1. What are the fee based information services available in academic libraries in Nigeria?
2. To what extent does the fee based information services contribute to wealth creation for academic libraries in Nigeria?
3. What are the challenges that hinder the success of fee based services in academic libraries in Nigeria?

### **Literature Review**

#### ***Concept of Fee Based Services and Wealth Creation***

The concept of fee-based services in academic libraries is not novel, as library patrons are billed for some services provided to them. This is consistent with the opinion of Ilo, Idaerefama, and Fufuri (2016), who stated that fee-based library and information services are not new, even in highly industrialized countries such as the United States, where they were established in 1967. According to Suaidah and Arfa (2022), a fee-based service is one that is provided by multiple libraries. This signifies that services included in this type of fee-based service can only be accessible and used after paying a fee.

A successful library is one that offers a variety of pricey resources that most people cannot purchase as well as a well-established method for knowledge collection and dissemination that is accessible to the majority of people. According to Anyaoku (2012), fee-based services in the library environment require financial payment for services and products provided to users. According to Jenda, cited by Igyuve and Ashaver (2014), fee-based services are library services such as research book loans and article delivery that are provided for a price to specified user groups that may or may not be the library's primary client. Fee-based library services are described by Akidi and Chukwueke (2019) as services and products provided by the library to its clients in exchange for financial benefits.

In their view, fee-based services are those supplied by libraries or information brokers in exchange for monetary charges. According to Ilo et al. (2016), fee-based services establish monetary value on the supply of certain services, as opposed to the traditional tendencies of free information and service provision in libraries. Interestingly, Ponaka (2022) described wealth building as the act of investing in various asset types in order to meet critical demands. As a result, fee-based library and information services stimulate different financial channels to meet the enhanced provision and usage of resources and services that will cater to our contemporary society's educational, social, technical, and research needs.

### **Fee- Based Services in Academic Libraries**

Today's library is a dynamic and demanding environment with numerous opportunities for librarians. The move to electronic resources has caused library visitors to seek information in a variety of ways. This lively, dynamic, and ever-changing environment has enabled libraries and librarians to charge for library services in order to fulfil the expanding requirements of their users, or else they would become obsolete. According to Igyuve and Ashaver (2014), fee-based library

services assist you in transforming library services using the most recent technological devices. There is a greater capacity to service a wider clientele, and it generates revenue for the library and the information broker. Fee-based library services allow all other employers to focus on servicing primary users while relieving employees of the burden of simultaneously responding to outside user groups.

According to Kung and Chamber (2019), certain institutions provide fee-based document delivery services and corporate research services. Despite the fact that the library is thought to be a non-profit organization, Akidi and Chukwueke (2019) observed that most university libraries, particularly in Nigeria and other developing countries, are instituting fees on some services offered in order to generate revenue and additional income to supplement the meagre annual disbursement they receive from their parent institutions.

In addition, Obodoeze, cited in Idhaloma and Krubu (2018), stated that fee-based services in Nigerian academic libraries have not extended beyond users' registration fees, levying costs for lost or overdue volumes, and levying photocopy charges. Furthermore, Ifidon, as stated in Idhaloma and Krubu (2018), said that even Nigeria's present fee-based library and information services are not efficiently and adequately administered. They further claimed that library staff provide fee-based services on a regular basis, just like any other typical service. According to Ifidon (2005), fee-based services in academic libraries include binding, photocopying, email, internet connectivity, CD ROM searching, computer typesetting, and document delivery services.

In a study conducted by Kwado and Amekuede cited in Ahenkorah-marfo and Osei-Boudu (2013), indicated that types of fee-based services provided by libraries in Agriculture related special libraries in Ghana included online bibliographic search, photocopying, Email, CD-ROM searches and

training. Also Ibegwam and Ogunyade cited in Chukwudi, Egbeyemi and Nwosu (2019), in their study revealed that majority of the library services and products were free in Ibadan and Lagos medical libraries, they stated that the most common fee based services are photocopying and reprographic services which are not traditional library services. They however indicated that new products and services that medical librarians would want to introduce to their libraries in order to generate funds include indexing and abstracting services. Igbokwe, Ezeji and Obidike cited in Akidi and Chukwueke (2019) conducted a study on problems militating against marketing of library services in selected Nigeria libraries and revealed that the major fee-based services were binding and photocopying. Anyaoku(2012) believes that fee-based services have been advocated and accepted as the panacea to the economic depression in libraries. Hence, some libraries have introduced different courses of action to promote income generation from library patrons. They went further to note that despite the massive cry of most university libraries in respect to poor funding as well as the massive campaign by scholars, some of these libraries in Nigeria have not totally delved into the concept of fee based services.

### **Contributions of fee-base library services to wealth creation**

Various reasons for the fee-based library services mainly are to make up for the shortfall in government subventions, to improve quality of services and to recover cost of service. Igbokwe, Ezeji & Obidike (2010) stated that fee based services not only ensure additional income generation but goes further to indirectly improve the services of the library as well as increase its ability to procure the relevant facilities and in so doing improve users satisfaction. Anyaoku (2012) noted that with continued experimentation, fee-based services can effectively serve as a way of meeting existing demand for library service from external users, generating income for the library and establishing a

new library services model for all users. In the process, these services will help reinvent and shape the library of the future. Going further, she suggested that fee-based library services would even make the library users appreciate the services rendered by academic libraries for it is a known fact that whatever has value entails cost. In agreement with the above, Okeke et al (2015) said that fee-based library services will boast the image of both libraries and librarians since patronage will be high.

Many researchers have argued on the fact that library is a non-profit organization, but Akidi and Chukwueke (2019) went on to say that notwithstanding, it is clear that most university libraries, especially in Nigeria and other developing nations are instituting fees on some services offered as a means of generating revenue and additional income to augment the meagre annual disbursement they received from their parent institutions.

### **Challenges of Fee-based Library Services**

There are indeed different schools of thought with regards to libraries charging fee for some library services. In this regards, Ekoja in Ahenkorah-marfo and Osei-Boadu(2013) pointed out that those who are arguing in favour of fee-based services are gaining the upper hand in the debate because many compounding variables have made it expedient for libraries around the world to look outside their traditional sources of funding in order to raise additional funds to be able to sustain the level of services which hitherto, normal funding was unable to take care of.

Nevertheless, in as much as scholars are arguing in favour of fee-based services gaining the upper hand from literature review conducted, there are some challenges to its proper implementation. Kendadameta cited in Ejezie, and Okeke (2021) opines that there is still much resistance in the library and information field to the use of fee based services approach to management. In his view, fee based services as a concept and as a practice still seem alien to many library and information personnel.



Some libraries still hold the view and see no room for such practice in a non-profit profession like librarianship. More so, Ifijeh (2011) in his study stated that fee based services are impeded by poor funding, poor infrastructure, low morale among librarians, lack of quality library services and lack of business expertise by librarians. Nnadozie (2013) opined that people will only patronise a service or product if they know about it. Thus poor marketing skills and strategies have been a major problem in libraries as most librarians do not understand the concept in library practices as they see themselves as service providers in a non profit organisation like the library. As a result, the necessary cordial relationship that should exist between the library and its users is savaged. Other problems include funding issues, user dissatisfaction, absence of skills, and expertise on the side of the librarian and user perception (Akidi and Chukwueke 2019, Ishola 2014). More so, Ahenkorah-marfo and Osei-Boadu (2013) identified five key problems or challenges that need to be addressed in order to achieve success in fee-based library services as idea generation; identifying the business opportunity, doing venture analysis, product design and development and market strategy. Ifidon in Akidi and Chukwueke (2019) stated that the existing fee-based library and information services in Nigeria libraries, especially the federal university libraries are not properly managed. Stating further, he explains that the library staff offers fee-based services routinely like every other library services and the records of the transaction are not well maintained either in such a way as to assist management in effective decision making processes or make for adequate funding of these libraries. Retrospective conversion and digitization of information resources guarantees easy access and retrieval of information from wherever and whenever. It will go a long way to enhance services delivery by academic libraries and also engender fee-based services of the library. Also, inability of library management to effectively outline lay down plans on what services should be charged for, the bases

for which such charges should be made and the pricing policies is a big hindrance to the success of fee-based services in academic libraries (Akidi and Chukwueke 2019).

Furthermore, most librarians and information professionals are still not convinced about the morality behind fee-based library services. There is also the issue of the inability of library management to effectively market and show-case its services and products as Nnadozie (2013) emphasised that people will only patronize a services and product if they know about it. Thus, poor marketing skills and strategies have been a major problem in libraries as most librarians do not understand the concept in library practices, as they see themselves as service providers in a non-profit making organisation like the library. Other challenges as noted by Ishola (2014) include expertise on the side of the librarian, user dissatisfaction, user perception and inefficient technology.

### **Methodology**

The study employed a web survey design. A purposive sampling technique was used to select a population of 100 librarians in academic libraries in Nigeria from the WhatsApp group platform of the Academic and Research Library Section (ARLs) of the Nigerian Library Association consisting of a total of 448 members spanning federal, state, private university libraries and research libraries in Nigeria. The entire population of 100 was used because it was a manageable number. Data was collected using a structured questionnaire created with Google form. After a period of one month of repeated reminders, forty (40%) responses were recorded. The questionnaire was divided into five parts: the first part (A) sought responses on the demographic information of respondents. The second part (B) featured the fee based information services available in the academic libraries. The third part (C) sought responses on the extent fee based information services contribute to wealth creation in the academic libraries and finally, the fourth part (D) featured the challenges that hinder the success of

fee based services in the academic libraries. The sections had a total of 44 items. Data was analyzed using mean and standard deviation. On the scale, the average cut-off mean was 2.50, hence, an item was accepted if it was 2.50 or above. However, it is rejected if it is below 2.50.

**Results and Discussion of Findings**

**Fig 1: Biographic Profile by Institution**

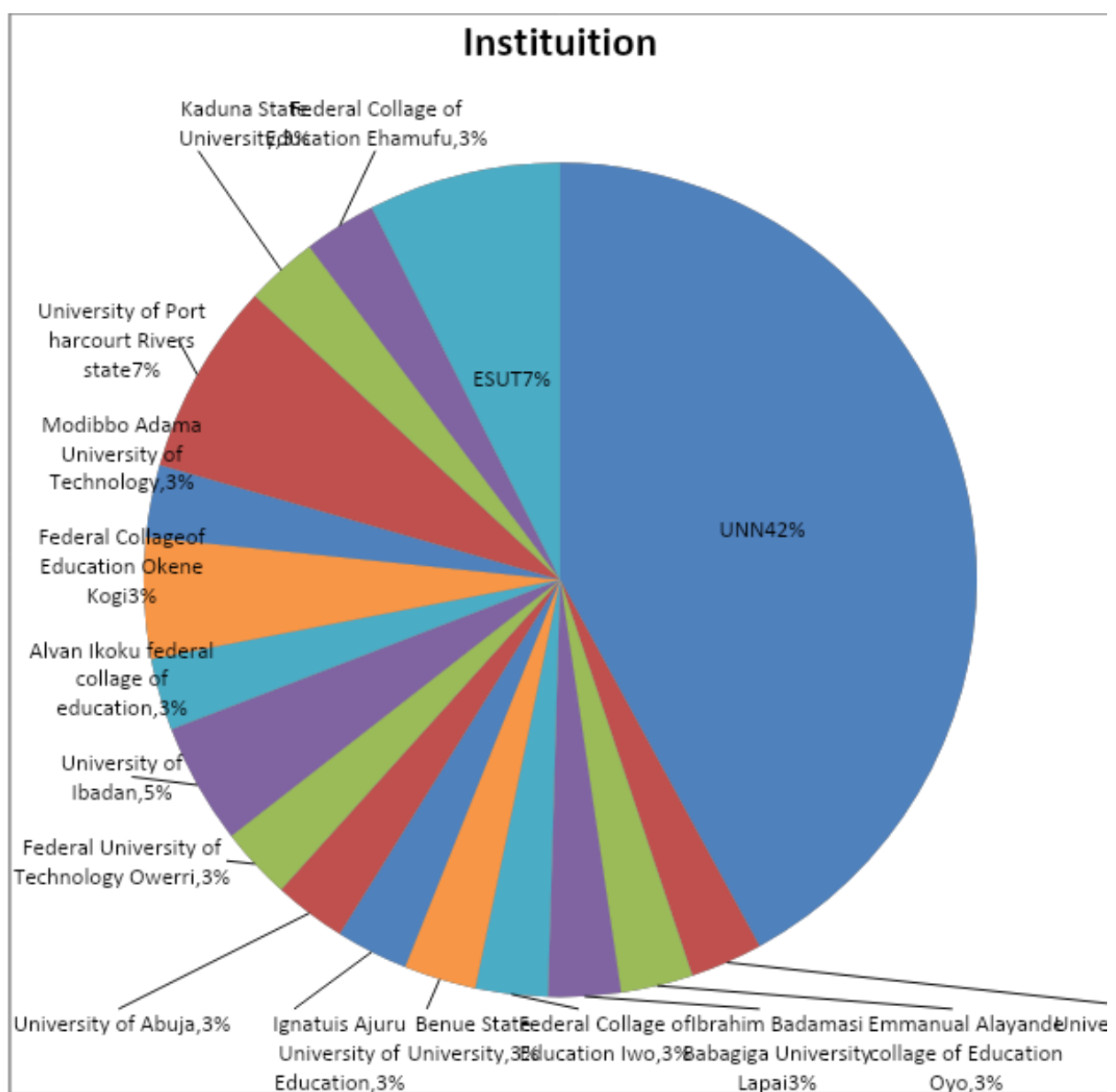
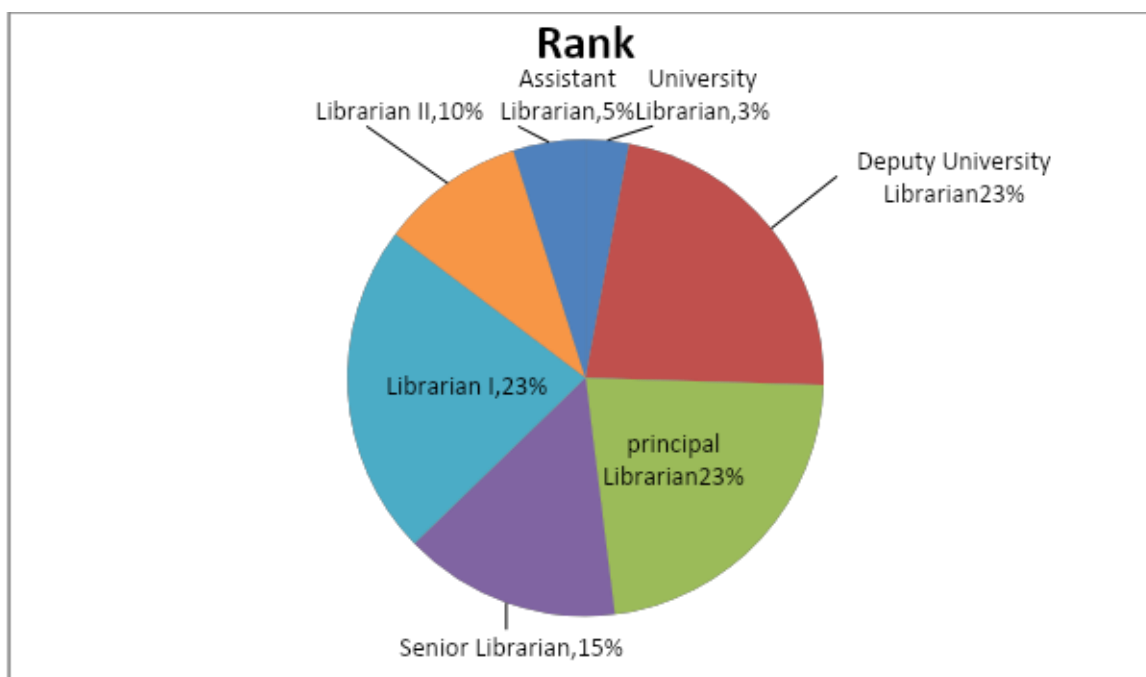


Fig 1 reveals the population of institutions studied. Majority of respondents are from UNN(42%). The population of other respondents are as follows: University of Port Harcourt(7%), Enugu State University of Science and Technology(7%), Federal Collage of Education Okene (3%), University of Ibadan(5%), University of Africa(3%), Emmanuel Alayande Collage of Education Oyo(3%), Ibrahim Badamsi Babagiga University Lapai(3%), Federal Collage of Education Owo(3%), Benue State University(3%), Ignatius Ajuru University(3%), University of Abuja(3%), FUT0(3%), Alvan Ikoku Federal University of Education(3%), Modibbo Adama University of Technology(3%), Federal collage of Education Ehamufu(3%) and Kaduna State University(3%).

**Fig 2: Biographic Profile by Rank**



From figure 2 above, 23% of the sample consisted of Deputy University Librarians, Principal Librarians and Librarian I respectively while 15%, 10%, 5% and 3% consisted of Senior librarians, Librarian II, Assistant Librarians and University Librarians respectively.

**Research Question 1:** What are the fees based information services available in academic libraries?

**Mean Responses on the available fee based services in academic libraries**  
**N=40**

<b>Item Statement</b>	$\bar{x}$	<b>SD</b>	<b>Ranking</b>	<b>Decision</b>
Photocopy services/reprographic services	2.90	.90	1 <sup>st</sup>	A
Library card replacement	2.83	1.03	2 <sup>nd</sup>	A
Fines for overdue Items	2.80	1.02	3 <sup>rd</sup>	A
Binding services	2.68	.99	4 <sup>th</sup>	A
Hiring of conference Hall	2.38	1.08	5 <sup>th</sup>	R
Plagiarism Check	2.35	1.08	6 <sup>th</sup>	R
Hiring of Library Space	2.22	.92	7 <sup>th</sup>	R
Consultancy services	2.13	.97	8 <sup>th</sup>	R
Internet Browsing	2.13	1.04	9 <sup>th</sup>	R
Computer typesetting/printing	2.10	1.00	10 <sup>th</sup>	R
Indexing and abstracting	2.08	.97	11 <sup>th</sup>	R

Information Repackaging	2.08	.99	12 <sup>th</sup>	R
Inter Library Loan	2.03	1.05	13 <sup>th</sup>	R
Sales of weeded Materials	2.00	.88	14 <sup>th</sup>	R
Renting of Projectors/Public address System	1.90	.95	15 <sup>th</sup>	R
Advertisement and Promotion	1.92	.94	16 <sup>th</sup>	R
Translation Services	1.78	.80	17 <sup>th</sup>	R
<b>Total</b>	<b>2.25</b>	<b>.98</b>		

Table 1 above presents the available fee based services in the institutions studied. The major fee based services available are photocopying/reprographic services with a mean score and SD of  $2.90 \pm .090$ , library card replacement ( $2.83 \pm 1.03$ ), fines for overdue ( $2.80 \pm 1.02$ ) and binding services ( $2.68 \pm .99$ ). The implication of this finding is that fee based services actually provided by academic libraries are limited and might not create adequate revenue for the libraries. This finding agrees with the views of Obodoeze cited in Idhaloma and Krubu (2018) who noted that fee-based services in Nigeria academic libraries have not gone beyond user's registration fees, levying charges for lost or over-due books and photocopy charges. Interestingly, the availability of these fee based services in the libraries concurred with the findings of Kwado and Amekuede cited in Akenkorah-Marfor and Osei-Boudyu (2013); Akidi and Chukwueke (2019) who believes that fee-based services have been advocated and accepted as the panacea to the economic depression in libraries and they include photocopying and reprographic services among others. In support also, Ifidon (2005) enumerated the following: binding, photocopying services, email, internet connectivity, and computer typesetting and document delivery as services that are offered for fees in academic libraries.

However, it could also be deduced from the findings that fundamental fee based services are not provided by the libraries such as hiring of hall (2.38±1.08), plagiarism check (2.35±1.08), hiring of library space (2.22±.92), consultancy services (2.13±.97), internet browsing (2.13±1.04), computer typesetting/Printing (2.10±1.00), indexing and abstracting (2.08±.97), information repackaging (2.08±.99), interlibrary loan (2.03±1.05), sales of weeded materials (2.00±.88), renting of projectors/public address system (1.90±.95), advertisement and promotion (1.92±.94) and translation services (1.79±.80). This portrays new services these libraries should consider adopting to improve their financial services. The finding could be related to situations such as lack of awareness and inadequate marketing of fee based services. This collaborates with the findings of Nnadozie (2013) who opined that people will only patronize a service or product if they know about it. Therefore, poor marketing skills and strategies have been a major problem in libraries as most librarians do not understand the concept in library practices as they see themselves as service providers in a non profit organization like the library.

**Research Question Two:** To what extent does the fee based information services contribute to wealth creation for academic libraries in Nigeria?

**Mean Responses on the extent fee based information services contribute to wealth creation for academic libraries. N=40**

Item Statement	$\bar{x}$	SD	Ranking	Decision
Photocopy services/reprographic services	2.73	1.04	1 <sup>st</sup>	A
Library card replacement	2.68	1.02	2 <sup>nd</sup>	A
Binding services	2.68	1.04	3 <sup>nd</sup>	A
Fines for overdue Items	2.63	.93	4 <sup>th</sup>	A
Hiring of conference Hall	2.48	1.01	5 <sup>th</sup>	R
Plagiarism Check	2.23	1.03	6 <sup>th</sup>	R

Internet Browsing	2.20	1.06	7 <sup>th</sup>	R
Renting of Projectors/Public address System	2.20	1.01	8 <sup>th</sup>	R
Consultancy services	2.18	.90	9 <sup>th</sup>	R
Hiring of Library Space	2.13	.99	10 <sup>th</sup>	R
Computer typesetting/printing	2.13	.99	11 <sup>th</sup>	R
Inter Library Loan	2.10	1.06	12 <sup>th</sup>	R
Translation Services	2.07	.92	13 <sup>th</sup>	R
Indexing and abstracting	2.05	.90	14 <sup>th</sup>	R
Indexing and abstracting	2.05	.90	15 <sup>th</sup>	R
Sales of weeded Materials	2.05	.93	16 <sup>th</sup>	R
Information Repackaging	2.05	.96	17 <sup>th</sup>	R
Advertisement and Promotion	1.98	.92	18 <sup>th</sup>	R
<b>Total</b>	<b>2.13</b>	<b>.98</b>		

Table 2 above revealed the extent to which available fee based services contribute to wealth creation of the academic libraries studied. The fee based services that contribute to wealth creation include photocopy services/reprographic services (2.73±1.04), library card replacement (2.68±1.02), binding services (2.68±1.04) and fines for overdue Items (2.63±.93). This implies that the extent to which these services contribute to wealth creation is high. However, this finding is not so impressive because there are other services such as hiring of hall(2.48±1.01), plagiarism Check(2.23±1.03), internet browsing(2.20±1.06),renting of projectors/public address system(2.20±1.06), consultancy Services(2.18±.90), hiring of library space(2.13±.99), computer typesetting/printing(2.13±.99), interlibrary loan(2.10±1.06), translation service(2.07±.92), indexing and abstracting(2.05±.90), sales of weeded materials(2.05±.93), information repackaging(2.05±.96), advertisement and



promotion(1.98±.92), which can contribute to wealth creation but are not provided/utilized. This finding is indeed an eye opener. The potentials of fee based services are very tremendous. Anyaoku (2012) noted that with continued experimentation, fee-based services can effectively serve as a way of meeting existing demand for library service from external users, generating income for the library and establishing new library services model for all users. In the process, these services will help reinvent and shape the library of the future. These fee-based services would make the library users appreciate the services rendered by library, for it is quite relative, that cost entails value.

**Research Question 3:** What are the challenges that hinder the success of fee based services in academic libraries in Nigeria?

**Mean Responses on the challenges that hinder the success of fee based services in academic libraries**

**N=40**

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**Item Statement**

$\bar{x}$

**SD**

**Ranking**

**Decision**

Lack of fee based policy framework	4.20	6.32	1 <sup>st</sup>	A
Poor access to ICT facilities	3.25	.63	2 <sup>nd</sup>	A
Management bottleneck	3.21	.80	3 <sup>rd</sup>	A
Inadequate funds	3.13	.72	4 <sup>th</sup>	A
Poor access to ICT facilities	3.13	.79	5 <sup>th</sup>	A
Lack of appropriate infrastructure	3.08	.80	6 <sup>th</sup>	A
Inadequate basic skills services Needed for feed based operations	2.93	.73	7 <sup>th</sup>	A
Low awareness level of available fee based services	2.83	.87	8 <sup>th</sup>	A
Changes in information profession	2.78	.89	9 <sup>th</sup>	A
Poor power supply	2.76	.89	10 <sup>th</sup>	A
<b>Total</b>	<b>3.14</b>	<b>1.34</b>		

Table 3 portrays the challenges that hinder the success of fee based services in academic libraries. The respondents affirms the following challenges; lack of fee based policy framework (4.20±6.32), poor access to ICT facilities (3.25±.63), management bottleneck (3.21±.80), inadequate funds (3.13±.72), poor access to ICT facilities (3.13±.79), lack of appropriate infrastructure (3.08±.80) inadequate basic skills services needed for feed based operations (2.93±.73), low awareness level of available fee based services (2.83±.87), changes in information profession (2.78±.89) and poor power supply (2.76±.89). In support of this, Kendadameta cited in Ejezie and Okeke (2021) opines that there is still much resistance in the

library and information field to the use of fee based services approach to management. Some librarians see no room for such practice in a non-profit organization like librarianship. In agreement to the above finding also, Ifijeh (2011) in his study stated that fee based library services are impeded by poor funding, poor infrastructure, low morale among librarians, lack of quality library services and lack of business expertise by librarians.

### **Recommendation**

Based on the findings of this study, the following recommendations were made;

- Charges for fee based services should remain affordable to encourage patronage and avoid losing clients to other information provider thereby increasing revenue for the library.
- Libraries should work towards embracing new income generating ventures capable of fulfilling users needs in other to make librarianship an enviable professions as far as fee based is concerned.
- Users should be sensitized adequately and on time before implementing fee based services to enable them feel they are part of the planning process. This can curb any form of resentment whatsoever.
- Libraries should from time to time market the available fee based service to users. This to a great extent will increase patronage.

### **Conclusion**

From the interpretation and discussion of the results of this study, the following conclusions were made. Academic libraries in Nigeria, mostly adopt photocopy services/reprographic services; library card replacement, fines for overdue items and binding services as fee based services. The fee based services that contribute mostly to wealth creation of the libraries studied are photocopying services/reprographic services, library card replacement, binding services and fine for overdue items.

The major challenges that hinder the success of fee based services in academic libraries studied are

lack of fee based policy framework, poor access to ICT facilities, management bottleneck, inadequate funds, lack of appropriate infrastructure, inadequate basic skills services needed for fee based operations, low awareness level of available fee based services, changes in information profession and poor power supply.

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