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# Perceptions and acceptance of librarians towards using Facebook and Twitter to promote library services in Oyo State, Nigeria

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## Abstract

**Purpose** – The purpose of this paper is to report on research that examined librarians' perception and acceptance of use of Facebook and Twitter in promoting library services in Oyo state, Nigeria.

**Design/methodology/approach** – The survey design and interview were used to collect data from librarians in Oyo state. The questionnaire contained questions that are pertinent to the issues being investigated. The 81 responses (81 per cent) received were processed, analysed and results presented.

**Findings** – The paper reveals that majority of the libraries in Oyo state, Nigeria, have Facebook profiles, though minority have Twitter accounts. Librarians in Oyo state, Nigeria, have high perception and acceptance of using Facebook and Twitter to promote library services. Findings also reveal that librarians in academic and special libraries in Oyo state, Nigeria, are more highly receptive to use of Facebook and Twitter to promote library services. Findings revealed further that younger librarians showed more positive perception and higher acceptance.

**Research limitations/implications** – While the research was limited to librarians in Oyo state, Nigeria, it has applications to librarians and libraries all over Nigeria.

**Practical implications** – This research provides information on the perceptions and acceptance of social media tools (Facebook and Twitter) in promoting library services. The findings may help provide information to library heads on adopting new and popular technologies to bring the library closer to the user and attract more users and on why it is not being used where they are provided.

**Originality/value** – At the time of completing this study, research had mainly been on librarians' use of social media for personal issues not on librarians' perception and acceptance of using it to promote library services. This research also focuses on libraries in Oyo state having a presence on Facebook and Twitter to promote library service and direct and prompt communication with their users.

**Keywords** Librarians, Facebook, Perception, Acceptance, Twitter, Social media

**Paper type** Research paper

## Introduction

Implementing new information technology in libraries can be affected by the perceptions and attitudes of librarians towards it. The application of social media has caused significant changes in libraries by offering new ways of providing reference, instruction, networking, outreach, cataloguing, searching, document delivery and collections-related work.

Social media provides more opportunities for the library to reach the user community and target specific audiences, as well as for users to interact with the library. Social



media statistics, as of 2012, show that there are nearly 700 million active Facebook users and 300 million Twitter users posting over 7,000 tweets per second (Tortorella, 2012). This validates that a high number of people are using Twitter and Facebook. Numerous librarians have suggested that Facebook is a feasible way to deliver library services and communicate with users (Charnigo and Barnett-Ellis, 2007); therefore, the library should be actively involved in this tool to increase visibility and to provide quality services to users where they want them.

Technological advancements offer great opportunities for libraries to reach out to users and would-be users far beyond the traditional boundaries of physical library buildings. According to Mansor and Idris (2010, p. 2), "Libraries have been affected by technological advancement in many ways before, but what signifies the penetration of Library 2.0 is the emphasis on "user-centeredness" or user-participation". In a nutshell, library users are enticed to use library services as Library 2.0 empowers them through active participation and communication with library personnel. Social media, specifically Facebook and Twitter, allows users to use digital tools to create, change and publish dynamic content of all kinds. Examples of promotion ideas include:

- announcing new books;
- interacting with users to get objective feedback;
- interacting with users to create a communal feeling; and
- posting news, views, information and advice for users.

Social media tools can also be helpful for internal staff communication.

Folorunso *et al.* (2012), in a study on the diffusion of innovation by Nigerian university students using social networking sites, posited that the use of such sites has increased in Africa over time with technological improvements and the increase in usage of mobile phones to surf the web. Mobile phone use among youths has grown phenomenally and is popularly accepted by youths. Despite this, however, Folorunso *et al.* (2012) opined that people's perceptions of this technology are diverse, especially among professionals in their daily lives.

Manes (2006) stated that social media has four essential elements: user-centeredness, multimedia experience, socially rich and communally innovative. These elements can be seen in libraries of developed nations who have already experimented with and are utilising Facebook and Twitter to promote their services so as to fully take advantage of these four essential elements (Collins and Quan-Haase, 2012; Chu and Du, 2012).

However, developing countries have not fully exploited the usefulness of social media, especially for the promotion of library services (Mansor and Idris, 2010). This is due to a number of reasons ranging from connectivity, perceptions and prejudices, personality traits, technophobia, unreliable power supplies and copyright issues, to lack of government intervention (Ezeani and Igwesi, 2012). The concept of fully utilising Facebook and Twitter in the library is new to some libraries and still a completely alien idea to others. To avoid being a victim to bypassing libraries, as warned by Miller (2005), libraries in developing countries must act fast to reap the various benefits of adopting social media to promote library services and activities. It is against this background that this study has set out to investigate librarians' perceptions and acceptance of the use of Facebook and Twitter in promoting library activities in Oyo state.

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*Benefits of libraries having and maintaining Facebook and Twitter accounts*

- Libraries can make their users aware of new arrivals in the library.
- Social media facilitates collaborations and promotes effective communication between librarians and their patrons.
- Tools may generate flow of information excluded from search engines and library catalogues.
- Libraries can make resources available through the provision of links that will lead to the original resources.
- When linked to the library's web page, Facebook and Twitter have the potential for satisfying results by attracting and serving distance learning students.
- Access to social media tools will enable libraries in Nigeria to keep pace with technologies and compete effectively with those in the developed world.

**Research objectives**

The objectives of this research are:

- To determine whether libraries in Oyo state have Facebook and Twitter profiles.
- To examine librarians' perception of the use of Facebook and Twitter in promoting library services.
- To discover librarians' acceptance of the use of Facebook and Twitter in library activities.
- To ascertain factors affecting perceptions of librarians in the use of Facebook and Twitter in promoting library services.
- To proffer recommendations based on the findings.

**Literature review**

Many scholars have looked at the effects of the Internet and its related technologies on libraries and librarians. Various scholars have also done research on how Web 2.0 tools have affected librarians in terms of service provision, information dissemination, user awareness and compatibility. A number of researchers (Secker, 2008; Ayiah and Kumah, 2011; Opeke and Onuoha, 2013) acknowledged that librarians use social media in different areas of their professional and social life. In the same vein, research has also been carried out on libraries using Facebook and Twitter to promote library activities, especially libraries in developed countries (Collins and Quan-Haase, 2012; Chu and Du, 2012). However, there is sparse literature on librarians' perceptions and acceptance of the fact that Facebook and Twitter may be useful tools in taking the libraries to the users.

Libraries and librarians in developed countries are embracing Web 2.0 tools and many factors are responsible for their increasing use (Schneckenburg, 2009). Some of the reasons ascribed to the increasing rate in the adoption of Web 2.0 applications are: ease of use, intuitiveness and ability for direct and immediate online publication and distribution of user content. However, there is still the question of how librarians in Nigeria, a developing country, have accepted the use of these tools for the provision of library services.

The term *Library 2.0* was coined by Michael Casey on his Library Crunch blog to adapt the library to Web 2.0 tools which were generating, packaging and disseminating information on the Internet in a form that is acceptable to individuals, peers and the global community without web technology competencies. Consequently, the librarian whose responsibility is primarily aimed at providing information to the general public can now overcome the limitations of the static web and enjoy the opportunities provided by Web 2.0 and its various derivatives, such as social networking (Anunobi and Ogbonna, 2012).

Cook and Wiebrands (2010), in a research of librarians' use of social media for current awareness, reported that Twitter was the most used as shown by 125 out of 137 respondents (91.2 per cent), followed by Facebook with 119 (86.9 per cent), while other such tools had lower usage. This study also indicated that Twitter was considered to be the most useful for disseminating professional information (by 68 per cent of the respondents). This shows that libraries use Facebook and Twitter in promoting library activities.

Loving and Ochoa (2011) advocated the use of Facebook for publicising library services, making reference to the number of students using it and the amount of time they spend logged on to it. The authors believed that the use of Facebook for social interaction and communication favours its exploitation as a tool for enhancing library services for libraries. Gerolimos (2011) is, however, of the opposite view, positing that the more time users stay logged in online to satisfy their need for social interaction, the less likely it is that they will visit a library site. He believes that the library does not need to be where the users are or to follow them virtually everywhere to gain visibility. Tagtmeier (2010) posited that libraries use Facebook and Twitter to reach out to patrons. Some use both and would thus allow libraries to communicate in different ways to different users with much greater impact. Facebook and Twitter have now made it possible for the library to be in a unique position to use them to market everything good about the library's unique services.

Dickson and Holley (2010) wrote that social networks provide libraries with an innovative and effective way of connecting with their users, while librarians make use of social networks with the purpose of "being part of their communities". They posited that when social media is applied in libraries, Facebook was found to be engaging to students and it facilitated the development of professional relationships within and outside libraries.

Jacobson (2011) found that, although most libraries now have Facebook and Twitter accounts, there were few followers and low user input on libraries' fan pages, stemming from a variety of reasons, such as:

- "privacy from users";
- "infrequent updating of status"; and
- "low awareness".

He stated further that, though students and faculty members displayed a high awareness and usage of Facebook and Twitter, users had low awareness of the library's page and accounts.

Onuoha (2013) carried out a study on the use of social media for professional development by librarians and discovered that librarians use Facebook, blogs and

online professional forums to develop themselves. The study showed that librarians joined and contributed to professional online forums to learn more about the profession and also post ideas. [Ezeani \(2011\)](#), in a research on network literacy skills of academic librarians for effective services delivery in Enugu, showed that librarians used social media for personal communication rather than to enhance professional practice. The findings even showed that the majority of the respondents believed that use of social media would not enhance library services.

Among professionals outside librarianship, the use of social media has gained high perception, acceptance and use for professional purposes. [Sokoya \*et al.\* \(2012\)](#), in researching the use of social media by agricultural researchers in Nigeria, found that they mainly use social media to connect to professional colleagues. The research showed that the agricultural researchers used social media to share knowledge, gain skills and collaborate with others for purposes of research and in publishing research findings.

Use of Web 2.0 in Nigerian libraries to carry out library services has not been well researched; however, a number of studies have been done which point to the fact that a lot of Nigerians, especially youths, are using these tools. [Adaja and Ayodele \(2013\)](#) posited, in a study on using social media to harness the potential for academic excellence in youths in Nigeria, that two-thirds of Nigerian youths use Facebook to socialise. Their study of students in a university in Southwest Nigeria showed that over 80 per cent of the respondents use Facebook. Similarly, over 38 million Nigerians have web presences through social networking sites, primarily Facebook and Twitter. The majority of Nigerians used handheld devices, such as phones, iPads and tablets to view and update their profiles on these social media. Most Nigerians used social media for social interaction and, to a lesser extent, for information gathering ([BusinessDay online, 2013](#); [Techtalk Africa, 2013](#); [Ogbe, 2014](#)). Some researchers have even pointed at the negative effect of social media use by Nigerian youths, citing mass failures in national examinations and the inordinate amount of time spent on social media sites as the result of unhealthy behaviours ([Adedeji, 2011](#); [Akindehin and Akindehin, 2011](#); [Ajewole and Fasola, 2012](#)).

[Olasina \(2012\)](#) laid emphasis, in a study on the use of Web 2.0 tools by librarians, information professionals and other workers, on the purposes for which these tools are being used and the perception of organisations as to whether or not the use of social networking tools should be banned in the workplace. The research concluded that the majority of respondents sampled used social media for entertainment purposes. However, the study is not definitive for the profession, as the research only included 8 librarians out of the 200 respondents sampled. [Baro \*et al.\* \(2013\)](#) carried out a study on the awareness and use of Web 2.0 tools by librarians in universities in Nigeria. Their findings also revealed that librarians are aware of Web 2.0 tools, but only used Facebook and Twitter for personal issues and for instant messaging. Awareness of these tools is high among librarians, but usage is usually more individual-centric than work related or for official use.

The use of Facebook and Twitter to promote library services is not a new thing in developed countries as shown in the literature review. Many libraries in Western countries, such as the USA, use these tools to promote library services and are obtaining the desired results from it. This is because the use of these tools exposes the library to the users and potential users, markets the library, makes the library more visible to its various user groups and enhances the provision of library services. However, the

literature showed that though the use of Facebook and Twitter is high among librarians and Nigerians generally, especially youths, the use of these tools being applied to the provision of library services has not been fully utilised. Because librarians use these tools in their personal lives, it would be expected that its usage would also be extended to their professional lives. However, due to the lack of presence of most Nigerian libraries on Twitter and Facebook, research is needed to determine why librarians in Nigeria, and in Oyo state in particular, do not use these tools. This research will examine whether the lack of use is due to negative perceptions and acceptance of use of these tools to promote library services or whether there are other reasons.

### Methodology

The survey research method was used for this study. The study population consisted of 156 registered librarians who attended the 2013 annual AGM/Conference of the Nigerian Library Association, Oyo state chapter, held in December 2013. One-hundred copies of a structured questionnaire were randomly distributed to the study population. Of the 100 copies of the questionnaire administered, 81 copies were returned. Data analysis was done using frequency count and simple percentages. To complement the data gathered through the questionnaire, interview sessions were held with the librarians in charge of the virtual section of their libraries to elicit insight into relevant issues on social media use in promoting library services and factors affecting their perceptions and acceptance of their usage.

#### *Theoretical framework*

This study is premised on the TAM2 (Technology Acceptance Model 2) theory of Davis (1989). TAM2 was chosen because it includes gender which was not included in the original theory. The theory is appropriate for this study, as it was designed to predict information technology acceptance and usage on the job. The two major constructs of TAM are *perceived usefulness* and *perceived ease of use*. Venkatesh *et al.* (2003, p. 428) defined perceived usefulness as “the degree to which a person believes that using a particular system would enhance his or her job performance” and perceived ease of use as “the degree to which a person believes that using a particular system would be free of effort”. TAM2 is most suitable because this study is aimed at finding out the acceptance of Facebook and Twitter by librarians to carry out their professional duties. Results will examine whether the perceived usefulness and ease of use of Facebook and Twitter predict their acceptance by librarians and whether gender has any correlation to perceived usefulness and ease of use regarding enhancing library services.

### Data analysis and discussion

A total of 81 respondents participated in the study. Table I shows that females were in the majority with a total of 43 (53.1 per cent), while males comprised 46.9 per cent of the sample.

Gender	Frequency	(%)
Male	38	46.9
Female	43	53.1
Total	81	100

**Table I.**  
Distribution of  
respondents by  
gender

Table II reveals that the respondents within the age range of 31-40 (48.2 per cent) were in the majority, followed by those in the age range of 41-50 (22.2 per cent). Those in the age bracket of 20-30 (17.3 per cent) were third, while those in the age bracket of 51 and above (12.3 per cent) constitute the least number of respondents.

Table III indicates that the majority of respondents (48.2 per cent) are in academic libraries, followed by those in special libraries (23.5 per cent). Those in public libraries come third with 16 per cent and the least number of respondents are those in school libraries at 12.3 per cent.

#### *Libraries in Oyo state and Facebook and Twitter profiles*

The findings of this study revealed that most of the libraries in Oyo state have Facebook profiles (59.2 per cent). The libraries found to have Twitter handles were 22.5 per cent. A few libraries (36.5 per cent) have both Facebook and Twitter profiles, while 18.3 per cent had neither Facebook nor Twitter profiles. Although the majority of the libraries have Facebook accounts, many of the accounts were dormant, as they had not been updated for a very long time, some as long as two years ago. Similar findings were noticed for those with Twitter accounts. There were no updates to posts and no new posts as to the services and activities of the libraries. When interviewed, the majority of the librarians attributed this to not having a librarian specifically in charge of making updates and even to a lack of time, as they had other duties to perform.

#### **Librarians' perceptions regarding using social media to promote library services**

##### *By age*

The findings revealed that the majority of the respondents (73.8 per cent) between the ages of 20 and 50 are familiar with using Facebook and Twitter to promote library services, while the majority of those between ages 51 and over (60 per cent) showed a negative perception of the use of social media to promote library services. A further breakdown shows that those between the ages of 20 and 40 (82.7 per cent) show a very positive perception of using Facebook and Twitter to promote library services. This

**Table II.**  
Frequency  
distribution of  
respondents by age

Age	Frequency	(%)
20-30	14	17.3
31-40	39	48.2
41-50	18	22.2
51 and above	10	12.3
Total	81	100

**Table III.**  
Distribution of  
respondents by  
library type

Type of library	Frequency	(%)
Academic	39	48.2
Special	19	23.5
School	10	12.3
Public	13	16
Total	81	100

large percentage indicates that younger people are more technology inclined and active on social media.

#### *By gender*

The majority of the male respondents (78.5 per cent) showed a high perception of the use of social media in promoting library services. Female respondents had a slightly lower rate (76.8 per cent). There does not appear to be any correlation between gender and social media perception and acceptance, as both genders viewed using social media to promote library services positively. It can, therefore, be argued that gender has no bearing on social media perception and acceptance.

#### *By type of library*

Respondents in academic and special libraries showed a high perception of social media (87.2 per cent). This high level was attributed to their type of clientele. The respondents expressed the fact that because their users are mainly youths who are receptive to and proficient in the use of Facebook and Twitter, reaching them means using what will make their services more highly visible. The majority of respondents in special libraries (78 per cent) also have a high perception of using Facebook and Twitter to promote library services. They hold the view that because they deal mainly with researchers who may not be able to be physically present in the library at all times, it becomes necessary to use social media tools to communicate new arrivals and disseminate materials of research interest to patrons using Facebook and Twitter. A large percentage of respondents in public libraries (62.1 per cent), however, had a low perception of the use of Facebook and Twitter in promoting library services. They believe that Facebook and Twitter cannot take the place of traditional means of providing library services. Their low perception could be because public libraries in Nigeria do not have as much visibility and do not have the same type of patrons as those in academic and special libraries. In general, the research findings reveal that a majority of librarians (74.2 per cent) have a high perception of using Facebook and Twitter to promote library services.

### **Librarians' acceptance of the use of Facebook and Twitter to promote library services**

On librarians' acceptance of using Facebook and Twitter to promote library services, respondents were asked to indicate their level of acceptance using a five-point Likert scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). The findings in [Table IV](#) reveal that the majority of the respondents (71.1 per cent) agree that the library should have Facebook and Twitter profiles. It was also agreed by the majority of respondents that the library can use Facebook and Twitter to not only communicate with users but also to market library services. Likewise, a majority of the respondents (85.2 per cent) accept the use of Facebook and Twitter to promote library services in Oyo state, while only a few (14.8 per cent) were against this idea. The findings here are also a reflection of the findings on perceptions of the librarians about using social media in promoting library services. This was shown to be so because the majority of librarians in academic and special libraries accept using social media to promote library services, while the majority of respondents from public libraries do not accept the use of it, but advocate that the library should stick to the traditional means of delivering library services.

**Table IV.**  
Librarians' perceptions regarding Facebook and Twitter in libraries

Statements	SA (%)	A (%)	U (%)	D (%)	SD (%)
The library should have Facebook and Twitter profiles	20 (24.7)	36 (44.4)	2 (2.5)	15 (18.5)	8 (9.9)
The library should use Facebook and Twitter to provide more communication channels with users	27 (33.3)	42 (51.9)	–	9 (11.1)	3 (3.7)
The library should use Facebook and Twitter to provide more immediate forms of communication with users	22 (27.2)	47 (58)	–	9 (11.1)	3 (3.7)
The library should use Facebook and Twitter to improve communication channels with users	22 (27.2)	47 (58)	–	9 (11.1)	3 (3.7)
The library should use Facebook and Twitter to publicise its activities	36 (44.4)	33 (40.8)	–	9 (11.1)	3 (3.7)
The library should use Facebook and Twitter to market its resources and services	22 (27.2)	47 (58)	–	9 (11.1)	3 (3.7)
The library should use Facebook and Twitter to promote library services	56 (69.1)	13 (16.1)	–	9 (11.1)	3 (3.7)

### Factors affecting librarians' perceptions in using Facebook and Twitter in the provision of library services

The interview session with librarians in charge of the virtual library section of libraries in Oyo state revealed that power supply is one of the major factors affecting how librarians perceive using Facebook and Twitter to enhance library services. Of the 14 systems librarians interviewed, 10 (71.4 per cent) revealed that poor power supplies in their libraries does not make the use of Facebook and Twitter acceptable to promote library services, as a lack of power supply would mean a delay in interacting with users through these media. Twelve (85.7 per cent) revealed that poor Internet connectivity was also a major factor affecting their perceptions of the use of Facebook and Twitter to enhance library services. If Internet connectivity is poor, then use of Facebook and Twitter would not enhance library services. Time was also revealed to be a factor in using Facebook and Twitter to promote library services, as 10 (71.4 per cent) of the systems librarians revealed that they combine other duties with their work as systems librarians and do not really have time for regular updates of their libraries' Twitter and Facebook profiles even when there is an ample supply of electricity and Internet connectivity. Finally, 6 of the librarians (42.9 per cent) revealed that a lack of feedback from users was a factor affecting using Facebook and Twitter. They said that users did not respond to updates, make enquiries or post on their Facebook timelines and Twitter handles. This lack of user responsiveness had led to their negative perceptions of using social media in promoting library services.

### Discussion of findings

Literature on the use of Facebook and Twitter by Nigerians generally revealed a high perception and acceptance of using Facebook and Twitter for personal activities. Literature is, however, scarce on the perceptions and acceptance of librarians in using Facebook and Twitter to enhance library services. This study, therefore, sets out to fill that knowledge gap.

The findings of the study reveal that the majority of librarians in Oyo state have positive perceptions and high acceptance of using Facebook and Twitter to promote library services. This finding supports the findings of [Mansor and Idris \(2010\)](#) in their study of librarians' perception, awareness and acceptance of Library 2.0 applications in the International Islamic University of Malaysia Library and that of [Chu and Du \(2012\)](#). It was also discovered that age affected the level of perception and acceptance, as librarians between the ages of 20 and 40 showed the highest perception and acceptance of using Facebook and Twitter to enhance library services, followed by librarians between 41 and 50 years, while older librarians (51 and above) showed a less positive perception and acceptance of using Facebook and Twitter to promote library services. The study revealed further that gender had no effect on their perception and acceptance, as both genders showed high perception and acceptance of using Facebook and Twitter to promote library services.

The type of library was an influencing factor in librarian attitudes towards accepting using Facebook or Twitter to promote library services. Librarians working in academic and special libraries showed higher perception and acceptance of using Facebook and Twitter to promote library services than those working in public and school libraries.

Although the study revealed that many libraries in Oyo state have Facebook and Twitter profiles, the study also revealed that many of the profiles were inactive. Some had not been updated since they were created, while others had not been updated for more than six months. Only a few belonging to one research library and two academic libraries were constantly updated. The reasons ascribed for this were lack of constant power supplies, poor Internet connectivity, lack of time and lack of feedback from users.

### Summary and conclusions

The use of the Internet and social media have gained popularity among youths and even older people, as it allows people to communicate quickly and easily without limitation of time and space. Social media facilitates communication, conversation, information sharing and collaboration within the online community. The study reveals librarians' perceptions and acceptance of using Facebook and Twitter to enhance library services. The study revealed that librarians in Oyo state have a positive perception and acceptance of using Facebook and Twitter to promote library services. The findings support the findings of [Chu and Du \(2012\)](#) on using social networking tools by librarians where the perception of librarians on the use of social networks to enhance information sharing and library services was empirically studied. While the use of social media cuts across different age groups and professions in every society, it is of particular interest to librarians because their work as information professionals demands an in-depth understanding of information technologies and on how to make the best use of it for enhancing library services. Because libraries are custodians of knowledge and agents of the dissemination of knowledge, social media fulfils the library's mission to collaborate and engage in virtual spaces where librarians can connect and converse with users.

Further studies should be considered involving users to gain a grasp of the perceptions and needs of the user groups in libraries on using Facebook and Twitter for library services. This study included all types of libraries and it would be of interest to conduct a more focused study on specific types of libraries. This study can also be duplicated on a larger scale to examine the perception and acceptance of librarians in other parts of Nigeria on using Facebook and Twitter to promote library services. It can

also be further expanded to include other types of social media, such as weblogs, LinkedIn and wikis.

### Recommendations

The findings in this study reveal that librarians in Oyo state have a high perception and acceptance of the use of social media (Facebook and Twitter) for service provision and would be most willing to use them for such if conditions were more favourable. It is recommended that:

- Libraries should maintain a presence on these social media tools so as to make them more visible to their public and to enhance the promotion of library services.
- Library profiles should be regularly updated to provide timely information and this can be achieved by having a librarian specifically appointed for this purpose.
- Adequate training on effective and optimum use of social media should be done for librarians through seminars, workshops and webinars.
- Being able to make use of any ICT is a function of effective supplies of electricity and adequate Internet connectivity. Library management should ensure that these are constantly available.
- There should be a librarian specifically assigned to the virtual library, who will only be responsible for updating the library's Facebook and Twitter account. Where that is not possible because of dwindling library funds, the schedule of duties in other areas for such system librarians should be lighter to enable them to have more time to interact with users online.

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