



SWOT and SMART Analyses on Upholding Practical Digital Collection Development of E-contents to Reposition National Library of Nigeria for Smart Services within five years

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ABSTRACT

'SWOT and SMART Analyses on Upholding Practical Digital Collection Development of E-contents to Reposition National Library of Nigeria (NLN) for Smart Services within five years' was the purpose of the paper. The back-to-office Action Plan report of the capacity trainings and the literature were both examined. 180 top employees were purposely chosen and supported by the NLN to attend capacity training, where they discussed and determined the organization's genuine positions and wrote strategic objectives to reposition the NLN for smart services within a five-year time frame. The study confirmed the NLN's actual position as a conventional library transitioning into a modern one and came to the conclusion that practical digital production of diverse local and foreign e-contents for the NLN's virtual library facilities will be a big success over the next five years. It was suggested that the NLN digitize its operations and its prints collections.

Introduction

The National Library of Nigeria (NLN) is the country's top library, established by the NLN Act No. 6 of 1964, which was repealed by the NLN Decree No. 29 of 1970, with the mission of providing library and information services to the country and the globe. The NLN's principal goals are to gather, organize, preserve, digitize, conserve, and disseminate both print and electronic material to Nigerians and the rest of the world.

The National Librarian/CEO, Prof. L.O. Aina, has taken it upon himself to fulfill these duties by performing a SWOT analysis to ascertain the organization's actual state and repositioning it for enhanced delivery of smart library services through the creation of SMART objectives. In this era of smart libraries and the supply of information services, strategic planning is becoming more and more crucial. By utilizing strategic planning and decision-making techniques, librarians may

chart a sustainable course for greater success in the upcoming decade (Adeyemi, Awojobi & Orbih, 2014). SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, whereas SMART is for Specificity, Measurability, Achievability, Relevancy, and Reasonable Time Boundary for a Strategic Objective. SWOT is a comprehensive tool made to be used in various applications as a precursor to strategic planning and in the early phases of strategic objective or decision making. ([wikipedia.org/wiki/vocational](https://www.wikipedia.org/wiki/vocational) in Adepoju & Famade, 2010).

The term "SMART" refers to specific, measurable, attainable, realistic, and time-bound (or timely) goals that are occasionally accepted. (CMI, 2014). Utilizing ICTs to create digital collections and offer shrewd services to users is the main goal of employing digital collection building tools in library management (Aina, 2004; Fabunmi, 2006; Saima, Shazia & Mohsina, 2015). To be smart and capable of offering smart information services and fulfilling its role as a knowledge convergence center capable of meeting varied information demands, a library must establish next-generation digital collections based on the most recent information and communication technologies (Min, 2012). To achieve the library's SMART objective of meeting users' information requirements and services, the term "digital collection development" refers to the systematic, ongoing, economical, and preferential purchase of high-quality, pertinent print and digital information materials (Eguavoen, 2002; Omagbemi, Ogunbote & Adekunmisi, 2003). Information retrieval, computer literacy, web technologies literacy, and information search capabilities Oyetunji (2018); Low job performance as a result of a severe lack of digital systems librarians and insufficient digital information resources to respond to users' inquiries and meet their needs for electronic information and services (Na'angap, 2012; Oyetunji, 2015); low job performance as a result of a severe lack of digital systems librarians and inadequate digital information resources to respond to users' inquiries and meet their needs for electronic information and services (Na'angap, 2012; Oyetunji, 2015; Bivan, 2017).

Inadequate information resources, including modern ICT infrastructure such a slow and prohibitively expensive internet connection, PCs, and more audio-visual materials (Ashcroft, 2004; Umoh, 2017). Traditional or conventional libraries offer its patrons library services. Consumers' information needs have been shown to be unmet by the conventional library, on the other hand (Oyelude, in Madu, 2008). Due to librarians knowledge gaps in research, information, communication, and technology, they cannot meet users' needs for electronic information.

In order to reposition the NLN for smart services within the next five years, the study's objective was to expose SWOT and SMART analyses on supporting realistic digital collection development of e-contents.

Problem Statement

Prior studies have shown that the NLN is struggling with a number of issues, such as the inability to provide electronic information materials to the country and the world, inadequate e-contents on the NLN website for users to download, inadequate e-contents to facilitate the operation of the e-library provided by the Universal services provision fund (USPF) since 2010, inadequate information literacy, inadequate information search skills, insufficient information search skills, inadequate information search literacy, and inadequate information search skills. Insufficient information resources, including outdated ICT infrastructure like PCs and additional audio-visual resources; lack of computer literacy and web technologies literacy.

In fact, it is unethical for a librarian to lack research, information, communication, and technology literacy. A slow and pricey internet connection, a severe lack of digital systems librarians, and a lack of digital information resources also contribute to poor job performance. Users' questions aren't always answered, and their needs for electronic information aren't always met. These have had a detrimental effect on the academic performance of Open and Distance Learning (ODL) students; academics at ODL Universities are less able to do quality research and instruction because of this.

When their needs are not addressed, civil servants who cannot purchase pricey textbooks but rely on the NLN website and e-libraries for information get irritated and unable to handle their academic obligations. Inability to prosecute their cases when security agencies and attorneys are unable to receive information from the NLN has a detrimental effect on their promotion in the office. Traditional or non-smart libraries offer library services to their users. On the other hand, it was found that the traditional library was unable to satisfy customers' informational needs. Due to the inadequacy of electronic services and the limitations of traditional services, the NLN is in this scenario.

This study uses SWOT and SMART analyses to promote the construction of a feasible digital collection of e-contents in order to reposition the NLN for smart services within the next five years.

Objective of the study

The study's main goal is to look at SWOT and SMART analyses on upholding realistic digital collection development of e-contents in order to reposition NLN for smart services in the next five years.

More specifically, the following goals were sought:

1. To determine the current internal strengths of the NLN in order to support the establishment of a viable digital collection of e-content;
2. To determine the current internal deficiencies of NLN in terms of supporting practical digital collection growth and e-content;
3. To determine the current positions of the NLN's external chances to support practical digital collection growth of e-content;
4. To determine the the present positions of external threats of NLN to uphold practical digital collection development of e content;
5. To determine the specificity, measurability, achievability, relevancy, and time bound (SMART) criteria for repositioning legal deposit collection in the NLN using Heritrix, the Internet Archive's web crawler, over a five-year period;
5. To determine the SMART goals for repositioning the NLN in order to support practical digital development of local and international e-contents in the e-library facilities supplied by USPF to the NLN over the next five years;
6. To determine the SMART goals for repositioning the NLN to support digital development of e-contents through innovative research over a period of five years;
7. To determine the SMART for repositioning the NLN to uphold digital development of e-contents increase users' access to quality electronic research information in the NLN within a period of five years;
8. To determine the SMART for repositioning of the NLN to uphold digital development of e-contents to improve electronic information dissemination to the nation and the world within a period of five years.

Question

The research was guided by the following questions:

1. What are the current internal strengths of the NLN in order to support the establishment of a viable digital collection of e-content?

2. What are the current internal deficiencies of NLN in terms of supporting practical digital collection growth and e-content?
3. What are the current positions of the NLN's external chances to support practical digital collection growth of e-content?
4. What are the present positions of external threats of NLN to uphold practical digital collection development of e content?
5. What are the specificity, measurability, achievability, relevancy, and time bound (SMART) criteria for repositioning legal deposit collection in the NLN using Heritrix, the Internet Archive's web crawler, over a five-year period?
5. What are the SMART goals for repositioning the NLN in order to support practical digital development of local and international e-contents in the e-library facilities supplied by USPF to the National Library of Nigeria over the next five years?
6. What are the SMART goals for repositioning the NLN to support digital development of e-contents through innovative research over a five-year period?
7. What are the SMART for repositioning the NLN to uphold digital development of e-contents increase users' access to quality electronic research information in the National library of Nigeria within a period of five years?
8. What are the SMART for repositioning of the NLN to uphold digital development of e-contents to improve electronic information dissemination to the nation and the world within a period of five years?

Method

Analyses such as SWOT and SMART were carried out. The SWOT analysis was utilized to determine the NLN's genuine positions on upholding practical digital collection development of e-contents for smart services during a five-year period. Within five years, SMART was used to define strategic objectives that would reposition the NLN to support practical digital collection development of e-contents for smart services. 180 senior personnel were purposefully selected and sponsored by the NLN for capacity training. They deliberated and established the true positions of the NLN, and drafted strategic objectives to reposition the NLN for smart services within a five-year period.

Reviews of pertinent literature were also conducted, including empirical research on the NLN and the back-to-office action plan report of the National Library of Nigeria's capacity trainings.

SWOT Analysis

SWOT analysis is an approach for determining an organization's genuine position; it is an acronym for strengths, weaknesses, opportunities, and threats. It is quite strategic enough to reach desired results in a time when important objectives must be met. Internal and external analyses are used to solve a problem in a SWOT analysis. Internal analysis considers strengths and weaknesses, whereas external analysis considers opportunities and threats. To achieve pre-determined objectives, a good organizational strategy capitalizes on opportunities by leveraging strengths and neutralizes threats by reducing the impact of weaknesses (Adeyemi, Awojobi & Orbih, 2014) Plan without well-defined goals lacks rationale, strategies lack relevance, actions lack direction, projects lack responsibility, and organizations lack purpose, according to the widespread consensus (Mullins, 1999; Beardshaw & Palfreman, 1990; Bratton, et al, in Ogbeiwi, 2017). In this time of recession, when resources are scarce and funds are scarce, it is critical to use cutting-edge strategies to get things done, such as setting specific, measurable, attainable or attainable, relevant, time-bound, evaluative, and rewarding (SMARTER) objectives to help the NLN develop its digital collection of e-contents.

Smart Analysis

The acronym SMART stands for specific, Measurable, Attainable, Relevant, and Time-bound, and it is an approach for setting strategic objectives that can be utilized by management to determine whether an intended goal is possible. A goal is a declaration of an organization's anticipated future state. When it gives a detailed description of what needs to be done, it is specific. It is measurable if it can be quantified. Plans without well-defined goals lack reason, strategies lack relevance, actions lack direction, projects lack responsibility, and organizations lack purpose, according to most experts (Mullins, 1999; Beardshaw & Palfreman, 1990; Bratton, et al, in Ogbeiwi, 2019). There should be a reasonable likelihood that a goal will and can be achieved. Goals should be relevant, which means they should be relevant to and congruent with the organization's goal and vision. Finally, a goal must be time-bound, which means it must have a beginning and an end (Cothran, Wysocki, Farnsworth, & Clark, 2005). By bringing together personnel, information, and creativity to improve research, education, and innovation to develop digital collection development of e-contents, strategic management can empower positive change in the NLN.

SWOT and SMART analyses for upholding Digital Collection Development to Reposition NLN for Smart Services

Both SWOT and SMART evaluations are critical for repositioning an organization. The SWOT analysis will reveal the organization's problematic situation, while the SMART analysis will identify strategic objectives for repositioning the organization to achieve its smart services obligations. The development of digital collections is the backbone of electronic libraries and virtual libraries. It is both a skill and a performance. Digital search skills, digital retrieval skills, digital legal deposit skills, usage of an information support system, and digitalization skills are all examples of information literacy abilities. The staff of the NLN either lacks or has a negative attitude toward this skill or behavior that is required for its repositioning to support the development of digital collections of e-contents. It is the most important aspect in creating a digital library (Wang, 2016). The digital collection development tools are unique devices and novel approaches for delivering smart services to anybody, everywhere, at any time using internet technology and instructional design principles (Moore & Kearsely, 2005; Marchionini, 2008). Digital collection development tools are ICTs and Information Support Systems (ISS) designed to make information retrieval and search easier for users and workers (Mandernach , 2009; Bird, 2010).

As a result, all librarians must possess cutting-edge information literacy abilities such as search, retrieval, and digitization. These ICTs tools are, in terms of operation, ICT abilities, information retrieval skills, and so on. Computers, software, internet facilities, search engines, email, whatsapp, printers, and power scanners for digitally developing E-Books, e-encyclopedias, e-journal articles, e-theses, and e-dissertations are the contents of Books, encyclopedias, journal articles, theses, and dissertations made available in electronic form and can be further classified into "E-references" are books used to find factual information, which are used to find factual information, contain abbreviations, directories, and are updated and published on a regular basis, whereas "e-literature," the typical fiction or non-fiction title that is typically not updated, and "e-monographs-in-series," titles that are published in separate parts or volumes, are used to find information that is factual in nature, contain abbreviations, directories, and are updated and published on a regular basis (Hawkins, 2000 & Polanka, in Torsten & Linda 2012).

Findings & Discussion

Table 1: Presentation and Discussion of SWOT analysis on the true positions of NLN on Upholding Practical Digital Collection Development of E-contents

S/n	Strengths	Weaknesses	Opportunities	Threats
1	<p>Ability to train more staff on ICTs literacy skills.</p> <p>Availability of Staff willing to solve NLN's digital collection development problems through doctoral research</p>	<p>Inadequate information/ICTs literacy skills due to lack of staff' interest to learn</p> <p>non sponsorship of doctoral research to solve national library's inadequate e-contents' problem;</p> <p>No research motivation; no research; no development.</p>	<p>Prospective Staff are willing to be trained and retrained on special ICTs literacy and web technologies skills.</p> <p>Sponsorship on workshops by Indian government</p> <p>And other organization or nation</p>	<p>Smart staff;</p> <p>Smart environment; smart services. of other libraries.</p> <p>Availability of Ph.D. sponsorship for librarians in Universities</p> <p>Smarter organizations attracts our smart staff and employ them through sponsorship</p>
2	<p>Having an ICT inclined professor of library and information Science as the NL/CEO;</p> <p>Adequate trainable traditional library skills based librarians.</p>	<p>Acute shortage of digital systems librarians;</p> <p>No scheme of service for the librarians;</p> <p>Staff are lazy to create one for the organization;</p> <p>No motivation to create one.</p>	<p>Prospective systems librarians are willing to work with the organisation</p> <p>External scholarships to staff.</p> <p>Creation of the scheme of service can be contracted out or through innovative research</p>	<p>Salaries offered by other smarter libraries for system</p> <p>Librarians are higher to what NLN can offer</p> <p>Other professionals don't recognize us as one</p>
3	<p>USPF's provision of e-library facilities</p> <p>Ability to collect e-books at the point of issuing ISBN</p>	<p>Inadequacy of e-contents;</p> <p>Inadequate motivation to develop e-content through research;</p> <p>Research, information, communication and technologies phobias;</p>	<p>Digitization of our local contents by Norway and acquisition of e-contents through gifts and exchanges.</p>	<p>Digitization machine's cost is high</p> <p>Acquisition of e-contents is also high</p> <p>Subscription of e-content and internet facilities are high.</p>
4	<p>NLN's provision of e-library facilities.</p>	<p>Inability to procure exorbitant e-contents and e-library subscriptions.</p>	<p>The idea of digital development of e-contents through innovative research.</p> <p>Approval of the e-contents' installation proposal derived from a research on digital collection development of e-contents in the NLN as recommended by the Director of Virtual library Department</p>	<p>High cost of consultant to develop e-contents</p> <p>High cost of e-contents' subscription</p> <p>High cost of procuring e-contents</p>
5	<p>Average funding</p>	<p>Inadequate funding.</p>	<p>USPF provision of e-library facilities</p> <p>Galaxy provision of internet</p>	<p>External control of how to manage the facilities provided</p>

6	Available funding for capacity training of staff.	Repetition of same staff every year for training at the expense of others.	Availability of consultants that can carry out training needs assessment and training	High cost of consultants Inadequate law makers's interest in National library issues
7	NLN's and USPF's provision of e-library facilities. Galaxy provision of internet facilities Legal deposit law has empowered the NLN	Inadequate ICTs tools such as smart phones, laptops, computers, software, Database, servers, internet facilities and subscriptions e-library subscriptions, search engines, email, web 2.0 and power scanners, working website etc Inability to enforce NLN law	Ability to adopt the use of Heritrix the Internet Archive's web crawler to collect legal deposit, gifts, exchanges inter-and library loans. Collaboration with other libraries in terms of sharing of facilities. Gifts and exchanges	High cost of the software
8	Average Funding for power	Inadequate power supply	Provision of internet facilities solar/inverter system by Galaxy	Lack of power is a treat to an emerging smart library like NLN
9	Availability of electricity in Nigeria Availability of generating set/ solar inverter system	Epileptic power supply	Electric Distribution companies improvement in their services Provision of internet facilities solar/inverter system by Galaxy	Epileptic power supply damages ICT facilities and could cause fire outbreak which could damage collections.

Source: Oyetunji (2018); NLN's Capacity Training Back-To-Office-Action-Plan-Feedback (2019)

Strengths

The library's ability to teach more employees ICT literacy skills is one of its strengths. Staff keen to conduct doctoral research to address the issues with developing the digital collection at NLN; USPF's provision of e-library services; the NLN's provision of e-library services; Galaxy's provision of internet services; the availability of sufficient traditional library skills-based librarians who can be trained; USPF's provision of e-library services; the NLN's provision of e-library services; and the NLN's authority granted by the legal deposit law. Average power investment, money readily available for employee capacity building, and easy access to electricity in Nigeria. Availability of a generator or a solar inverter system.

Weaknesses

These are the shortcomings of the NLN: inadequate information/ICT literacy skills as a result of the workforce's lack of learning capacity; Non-payment of master's sponsorship allowances, non-sponsorship of a doctoral program to solve the issue of insufficient e-contents at the national library, and non-payment of master's sponsorship allowances. There is no development because there is no enthusiasm for research; therefore, there is no research. There is a serious shortage of digital systems-focused librarians, there is no service plan for librarians, staff members are too sluggish to create one for the business, and there is no willingness to create one. E-contents are not enough; lack of drive to research and create online content; research, information, communication, and technology-related phobias.

Exorbitant e-content and e-library subscription fees; inadequate funding; Repeating the same staff for training each year at the expense of others; insufficient ICTs tools, such as smartphones, laptops, computers, software, databases, and servers; internet resources and subscriptions, such as e-library subscriptions, search engines, email, web 2.0 and power scanners, and a functional website, among others; Electricity supply are both inadequate and epileptic. E-digital content's evolution is not encouraged.

Opportunities

Prospective employees are eager to learn new ICT literacy skills and web technologies, which creates opportunities for the NLN. Systems librarian candidates are keen to work with the organization; workshops supported by the Indian government and various other groups or nations; staff grants from external sources; The development of the service plan may be contracted out or accomplished through creative research. Norway is digitizing its own content and acquiring e-contents through exchanges and gifts.

The idea of creating electronic content for the web via creative research; the provision of e-library facilities by USPF and internet facilities by Galaxy; approval of the e-contents installation proposal developed from a study on the development of e-contents in the NLN, as recommended by the Director of Virtual Library Department. Interlibrary loans; legal deposit; consultants on hand to evaluate training needs; partnership with other libraries in terms of facility sharing; and donations and exchanges. Heritrix, the Internet Archive's web crawler, might be used to automatically collect legal deposits (Nielsen, 2016; Schostag & Fnss-Jrgensen, 2012; Steinke,

2016); purchasing and maintaining generating sets and solar/inverter systems could prevent the destruction of electronic infrastructure.

Threats

Threats to the NLN include the fact that our great workforce is drawn to more intelligent companies, who hire them through sponsorship. The cost of a digitization machine is high, consultant fees for creating e-contents are exorbitant, the acquisition of e-contents is expensive, the number of people who subscribe to e-content and use the internet is growing, and system librarian salaries in other smart libraries' systems are higher than what the NLN can offer. Lack of electricity is advantageous for a developing smart library like NLN. External control of how external organizations manage their facilities, insufficient legislative focus on NLN-related issues, pricey software; Epileptic power supplies hurt ICT facilities and can create fires, which can harm collections, a developing smart library like NLN does not profit from the lack of power.

Table 2: Presentation and Discussion of SMART analysis on National library of Nigeria for Upholding Practical Digital Collection Development of E-contents to Reposition NLN for smart services within a period of five years

S/n	Challenges	Action points	Implementing agent	Time frame	Remarks
1	Inadequate information/ICT literacy skills	All Library staff should be trained and retrained on special ICT literacy and web technologies skills	NL/CEO through Directors of all Departments and Heads of Branches	Quarterly	This can be achieved within five years
2	Acute shortage of digital systems librarians	Upgrading some librarians to systems librarians	NL/CEO through Directors of all Departments and Heads of Branches	Annually	This can be achieved within five years
3	Inadequacy of e-contents	Digitization and acquisition of e-contents	NL/CEO through Directors of all Departments and Heads of Branches	Quarterly	This can be achieved within five years
4	Exorbitant e-contents and e-library subscriptions	Provision of adequate funds for subscription Digital development of e-contents through innovative	NL/CEO through Directors of all Departments and Heads of Branches	Quarterly	This can be achieved within five years

		research Use of Heritrix the Internet Archive's web crawler to collect legal deposit			
5	Inadequate funding	Provision of adequate funds	NL/CEO through Directors of all Departments and Heads of Branches	Annually	This can be achieved within five years
6	Repetition of same staff every year for training at the expense of others /	Proper training needs assessment Compliance with NLN staff condition of service	NL/CEO through Directors of all Departments and Heads of Branches	Annually	This can be achieved within five years
7	Inadequate ICT tools such as smart phones, laptops, computers, software, Database, servers, internet facilities and subscriptions e-library subscriptions, search engines, email, web 2.0 and power scanners, working website etc	Procurement of ICT tools and involving relevant ICT/Librarian personnel in the procurement processes to ensure that services supplied favours the organization	NL/CEO through Directors of all Departments and Heads of Branches	Annually	This can be achieved within five years
8	Inadequate power supply	Procurement and maintenance of generating set and solar/inverter system	NL/CEO through Directors of all Departments and Heads of Branches	Annually	This can be achieved within five years
9	Epileptic power supply	Electric Distribution companies should improve in their services Procurement and maintenance of generating set and solar inverter system	NL/CEO through Directors of all Departments and Heads of Branches	Annually	This can be achieved within five years

Source: Oyetunji (2018); NLN's Capacity Training Back-To-Office-Action-Plan-Feedback (2019)

Specificity

The NLN is the country's top library, established by the NLN Act No. 6 of 1964, which was repealed by the NLN Decree No. 29 of 1970, with the mission of providing library and information services to the country and the globe. As a result, the growth of the digital collection is precisely in accordance with the vision and goal of in terms of digital collection and meeting the information demands of users.

Measurability

It is quantifiable because Oyetunji's research, which produced 25,000 e-contents of both local and foreign materials for the National Library of Nigeria in 2018, was examined to determine whether it could be implemented within a three-year timeframe.

Achievability

The researcher conducted a three-year study on digital collection development in NLN, digitally collecting 25,000 diverse electronic books, journal articles, and encyclopedias and recommending their deployment to the National Librarian. Its deployment could help the FCT and all branches of the NLN in Nigeria's six geopolitical zones. As a result, it is feasible in five years.

Furthermore, the NLN can archive the internet using a crawler. Legal deposits could be collected automatically using software called Heritrix, the Internet Archive's web crawler. Selective crawls, event crawls, and digital object crawls are all possible.

Relevancy

This study is significant because it will solve the issue of a lack of local and foreign e-contents in the e-library services provided by USPF to the NLN, allowing the NLN to expand its holdings.

Time Bound

By searching for, locating, and downloading various digital materials in PDF format from the internet, tagging them, and saving them to storage devices like external hard drives and computers with high storage capacities, the development of the digital collection of the e-contents could specifically take five years.

Conclusions

Because it would meet users' information needs and is feasible within five years, the practical application of ICT tools to library administration in order to digitally generate a variety of local and international e-contents for the NLN's e-library facilities will be a big success. The SMART targets created in response to the results of these assessments are expected to be accomplished within a five-year time frame. Given that we are in the information age, the NLN should promote information and computer literacy. The NLN needs to promote this fantastic tool because without it, its mission cannot be fulfilled.

Recommendations

The following recommendations:

1. Specialized ICT literacy and web technologies abilities should be taught to employees.
2. If interested librarians are qualified, they should be promoted to systems librarians.
3. Digitization and acquisition
4. through innovative research, digital production of e-contents;
5. NLN should Support doctorate research to address the problem of insufficient e-contents at the national library;
6. USPF's e-library services should be utilized at the branches by supplying e-contents;
7. A thorough assessment of training requirements should be carried out;
8. NLN's personnel service conditions should be utilized.
9. Legal deposits, gifts, and swaps should be collected automatically using Heritrix, the web crawler of the Internet Archive;
10. Purchasing ICT tools and including relevant ICT/Librarian staff in the procurement process to guarantee that the services provided are in the organization's best interests;
11. Purchase and maintainance of additional generators and solar inverter systems.
12. SMART(ER) analysis should be apply to NLN , E stands for Evaluation and R for Rewards.

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