Chapter - V

ROLE OF LIBRARY AND INFORMATION SERVICES (LIS) IN PROMOTING HEALTHY KNOWLEDGE SOCIETY
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"For countries in the vanguard of the world economy, the balance between knowledge and resources has shifted so far towards the former that knowledge has become perhaps the most important factor determining the standard of living - more than land, than tools, than labour. Today's most technologically advanced economies are truly knowledge based".

- World Development Report, 1999

5.1 Introduction:

The 'Information Age' or the 'Information Society' is popularizing to describe a society transformed by information technology and by an increased emphasis on the importance of knowing how to find and use information effectively. The natures of the information society identified by different researcher are;

(a) The Ubiquity of Information and Communication Technology:

Technological innovations is having influential role in the society. The breakthroughs in information processing, storage, and transmission power have led to the application of information and communication technologies in all areas of life.
Skills and attributes such as logic, memory, and communication, which were once thought to be unique to human beings, are now emulated, or in some ways surpassed by computers. The decreasing costs, increasing processing power and the improving network capabilities among computer systems have led to their application anywhere and everywhere.

(b) Greater Importance of Information in our Society:
Information deluge pervades the world. Bell(1) noted in his article that information and knowledge become the key strategic and transforming resources in the postindustrial society, just as labour and capital were central resources of industrial societies. Access to and consumption of information have also been used to determine how advanced a society is in terms of its orientation to information.

(c) The Changing Nature of an Economy:
The dominant characteristic of an information society is the nature of its economy. As early as the 1960’s, the great management guru Peter Drucker (2) has noted that “knowledge has become the foundation of the modern economy”, and we have shifted “from an economy of goods to a knowledge economy”. Bell was of the firm opinion that postindustrial society is characterized by a service economy, the emphasis on human services (education, health, social services) and professional services (computing, system analysis and scientific and development).
(d) **Occupational Change:**

In an information society, the predominance of occupations is found in information work. Employment that demands physical strength and manual dexterity is gradually replaced by more and more manipulation of figures and text.

(e) **The Compression of Space and Time:**

Due to information networks that connect locations at different places around the world, the concept of time and space has been blurred by the use of information technologies making the world a global village. The increase in the transborder data flows, the global distribution of mass-mediated information, and the global strategies of companies are the results of IT and global village.

The relationship between the industrial society and post-industrial society or information society is that the machines have replaced by information and communication technologies, the importance of goods or production is replaced by the importance of information; the economy shifted from industrial economy to knowledge economy. The world economy is changing as knowledge supplants physical capital as the source of present (and future) wealth. As knowledge becomes more important, so does higher education. The World Bank study(3), 'Peril and Promise' highlights that, "in the knowledge based economy the danger of being rapidly left behind, if the skills and knowledge to participate are not immediately adopted" if one want to succeed.
in the highly competitive world where trade considerations leading to an erosion of the goods and services.

The emergence of the knowledge based economy, is an economy in which production, use and distribution of information and knowledge, which has given a further impetus to commercialization of the services, as captured by David(4) "the universities are not just a creator of knowledge, a trainer of young minds and a transmitter of culture, but also a major agent for economic growth; the knowledge factory, as it were at the center of knowledge economy".

5.2 Growing Importance of the Knowledge Society:

The present knowledge society is driven by the service economy, an economy in which production, use and distribution of information and knowledge have become central to economic development. Services dominate the economy by contributing in the national income and thereby increasing the GDP of developing and developed nations. Tertiary institutions often constitute the backbone of a country's information infrastructure, in their role as repositories and conduits of information (through libraries and the like), computer network hosts, and Internet service providers. In addition, the norms, values, attitudes, and ethics that tertiary institutions impart to students are the foundation of the social capital necessary for constructing healthy civil societies and cohesive cultures - the very bedrock of good governance and democratic political systems.
Library is a dynamic institution and has become even more potent in this new age. The priceless power it is embodying leverages accumulated human intellect efficiently into human progress. From this power issues the springs of literacy and knowledge, the seeds of democracy, and the fuel of productivity. The library as a catalyst for human progress is irreplaceable (5, 6). In spite of the enormous power to propel human progress, libraries are increasingly asked to justify the resources spent on them, to justify even their very existence. In this climate, libraries must be accountable, responsive, and effective in portraying the value of their services to funding authorities, be they public or private. These imperatives have led to a new emphasis on quantitative assessments to provide hard evidence about the extent of their value to the society or their sponsors. Secondly, as online information become more and more available, arguments against funding of libraries are increasing in number and loudness. Therefore, assuring the proper functioning of libraries depends on demonstrating their value in the widest sense and to their widest audiences.

5.3 Place of Libraries in the Knowledge Society:

Law of information technology (IT) states that computers double in power each year, and halve in price is well known. What's essential is that the growth is not linear but exponential and in any exponential curve, most of the gain comes right at the end. After fifty years of innovation, the curve is almost vertical and world is in the midst of a revolution - a renaissance - made
possible by Information and Communications Technologies. What one couldn't imagine yesterday is possible today, and will probably be done tomorrow(7).

Almost every aspect of life seems to be changing; and it does feel as if many of the familiar economic, political and social structures of the 20th century are being eroded, and reformed for the new millennium. It can be difficult to determine cause and effect, but it is presumed that it is plausible to say that the rapid development and convergence of communications, computing and digital content is enabling the globalization of production; stimulating enterprise and creativity. This is what is meant by the "knowledge driven economy", recently defined by the British government as "one in which the generation and exploitation of knowledge plays the predominant part in the creation of wealth. It is not simply about pushing back the frontiers of knowledge; it is also about more effective use and exploitation of all types of knowledge in all manner of economic activity"(8). In fact, knowledge-based goods and services already make up over 60% of OECD countries' wealth production, and the knowledge economy - which includes information & communication technologies, publishing, media and research - is the fastest growing part of the global economy. The knowledge society enables rather requires more participative democracy and stronger civil society institutions - for if the key commodity is knowledge, then such values as openness, trust and legitimacy are crucially important. Therefore, it is fair to include Library Associations amongst the fundamental civil society institutions.
5.4 Libraries add Value to the Knowledge Society:

Research has produced hard facts that libraries pay fully for their existence, and even produce positive returns on the investments made on them. For example, long-term studies of technical libraries using return on investment analysis (ROI) established that in monetary terms libraries produce 515% annual return on investment, that is five times more than what is invested on the per annum (9, 10). Cost-benefit analysis also showed that the benefits derived from library services outweigh the cost of providing them. These results were mainly based on the following value dimensions:

- The cost of library users' time, weighed against the cost of providing professional library services;
- All costs associated with obtaining a piece of library service on an ad-hoc basis weighted against the costs of obtaining it from a professionally organized in-house library service;
- The value of having the right information at the right time to increase the speed of an operation or prevent the undertaking of a potentially useless or wasteful process or project, modifying work, or stopping an unproductive line of work; and
- The cost a person is willing to pay for library services to enable him or her to successfully complete a project.

Return on investment analysis of public library services also show evidence of high value-addition.
5.5 **Libraries Harness Information and Knowledge:**

Libraries increase the value of human intellectual outputs by increasing access to them through professional processing, storage and dissemination. Processing and organization moves ideas, data and other primary intellectual outputs from raw bytes to information. The world's intellectual outputs would be useless, even constitute a nuisance, if libraries were not there to gather, analyze, classify, catalogue and provide access to them (11). The hundreds of bibliographic records of published and unpublished materials ensure their use and reuse to satisfy commercial, educational, cultural and recreational needs.

5.6 **Critical Role of Libraries in Continuous Development of Intellectual Capital:**

The educational and research role of libraries cannot be over-emphasized. Research has found that libraries make significant contributions to the effectiveness of the education process. Learners from institutions where library use is part of the learning process are more likely to become equipped for the society and occupational effectiveness than those without proper library habits. Libraries are also central for the development of literacy, a critical component of the development of intellectual capital of a community, an attribute which initiates a ripple effect on an individual's ability to become gainfully employed, increase his or her income and make effective contributions to society. Community members use library services and library programmes for everything from introducing their children to the habit and joy of reading, to tapping into their professional networks (12).
5.6.1. Role of Libraries in Fostering Economic Development:

Economic development effort is simply any activity that raises real incomes, thereby offering new hopes of expanded opportunities for people, communities, and enterprises. As both the global and national economies become more and more knowledge-driven, specialized knowledge has become the indispensable asset for further economic development. Local businesses benefit greatly in specific ways from libraries, including access to new ideas, knowledge and information.

In particular, relocating businesses, start-up businesses, and small businesses of all kinds are perceived as enjoying the greatest benefits from library products and services. Indeed, existence of libraries has been cited as a reason for a business' decision to relocate to a particular community. Studies also found that business information resources were significantly more valuable with expert help of library staff. In other words, not only are information sources themselves viewed as important resources for people seeking mission-oriented information, but professional services provided by librarians are believed by many to be critical factors in finding, accessing and utilizing information resources to the fullest extent, especially with regard to electronic resources. Studies further suggest that for any nation to be effective in the global economy, its institutions of higher learning must do more than just prepare an educated workforce and expand knowledge through research and scholarship. They must get involved in local economic development(13).
Libraries in these institutions can play an important role in effecting extension of economic development knowledge to the community. The main physical manifestations of economic knowledge extension services by higher institutions are economic development information centers (EDICs). The type of information provided in EDICs includes: general economic and industry-specific statistics, economic forecasts, trade statistics, market surveys, census data, tax and regulatory requirements, cost-of-living and cost-of-doing-business data and information on general business practices, financial planning, as well as employee benefits and compensation. "How to" materials ranging from starting a business to entering foreign markets are also an important part of a typical core collection(14). Training in basic business planning and management could also be provided. A library may offer extension services as part of its service portfolio or develop an EDIC unit to focus on local economic development services.

5.6.2 Role of Libraries in Economic Benefits to Members of the Community:

Many direct benefits from library services accrue to individuals. These include cost savings from borrowing materials rather than having to buy them; borrowing of such items as audio books and videotapes, which save significant expenditures; and the use of periodicals and newspapers which result in financial benefit. There is a dual nature to this: first, users save the cost of purchasing these items themselves; and second, many users have
been better able to manage their lives as a result of information obtained. In fact, some quality of life indexes, for example best places to live, best places to raise children, and best places to retire, include “library books per capita” statistic when profiling communities(15).

Libraries enhance productivity of individuals and organizations. Access to the right information is a very critical component in the productivity of information workers, and consequently the productivity and good decision-making of the organizations employing them. For the self-employed knowledge worker, use of libraries make them more productive on their jobs, especially as they can obtain job related training in the areas of computer and information literacy skills and good business practices (16, 17).

5.6.3 Role of Libraries in Social Inclusion, Participation and Empowerment:

Libraries perform an important role of social inclusion when they serve the needs of disadvantaged populations such as the poor, the elderly, the physically disabled, the unemployed and those with learning disability, because these are exactly the groups least likely to have the means to acquire such assets as information sources, computers and Internet access(18). Libraries also serve as agents of social cohesion. In one study, a participant said: “we are brought closer to other members of our community
through the very act of sharing books with them" (19) For this reason, social inclusion and life-long learning agenda of most developed countries include the founding of new public libraries and increased information and library provision for learners at all levels and of all ages.

5.6.4 Libraries in Civic Centre and Community Information Service:

For many communities and organizations, libraries serve as civic centers, which assist them in meeting their civic duties by offering meeting space for civic organizations, assisting with voter registration, and making government forms available, including tax forms. Libraries also serve as a posting place for proposed changes in local ordinances, and other local government proposals. As a community centre, the library introduces users to new systems of doing things during changeover programmes. A variety of other programmes are offered, such as story-telling, technology education, and recreational activities. Valued in most places is the availability of meeting rooms for voluntary groups, which represent monetary savings to them.

Libraries also serve the public by providing assistance in finding answers to many basic questions: from how to find jobs to where to find up-to-date health and legal information. The information the library provides to answer some of these
important questions can lead to significant economic benefits and impacts (20,21).

5.7 Essential Element of Physical Development:

Research also found that communities value their libraries as physical assets and a source of community pride. Indeed, libraries, especially public and national libraries, are important landmarks in many cities and other communities. Participants in a survey stated many times that the presence of a new library, or the redevelopment of an existing one, favorably impacted on its immediate surroundings (22).

5.8 Libraries and Citizen Empowerment, Democracy and E-Government:

Effective citizen action is possible only when citizens know how to gain access to information of all kinds and have the skills to become responsible, informed participants in democracies. This is especially so as e-government evolves. Libraries offer real and virtual civic spaces where citizens can speak freely, share similar interests and concerns, and pursue what they believe are in their public's interest. Ultimately, free discourse among informed citizens assures civil society; and civil society provides the social capital necessary to achieve common goals. Through this role libraries prevent the lack of information and idea exchanges which in a closed society stifles creativity, suppresses the imagination and creates a barrier to social, economic and technical progress (23).
E-government is about using the power of information technology to provide better public services. The main dimensions of an e-government strategy include: building services around citizens' choices, making government and its services more accessible, ensuring social inclusion and ensuring two-way communication between the government and the governed. Governments have always depended on libraries to collect and disseminate government information, but e-government adds very new and valued dimensions: the citizen empowering potential reinforced by virtual access and the possibility to hold governments accountable without physical confrontation.

For librarians, a special challenge by e-government is to obtain recognition as the professionals best suited to provide guidance on e-government's need for information analysis, indexing, organizing of digital documents, and the design and development of versatile interfaces for information retrieval as well as for data harvesting and communication.

5.9 Bridging Digital Divide Within and Among Nations:

The digital divide exists within nations as well as between them, and the solutions must be global. Libraries and librarians offer traditional contributions which will remain crucial in knowledge society;

- Providing access
- Working in partnership
- Structuring knowledge
• Imparting skills
• Preserving heritage and inspiring trust

Providing access to information has traditionally been about buildings, based around institutions offering services to on-site users. Building tomorrow's libraries will not simply be a matter of installing rows of computers with Internet access: users community will increasingly expect to be able to access material from where they live and work. Providing access will increasingly be about developing electronic information services such as Internet portals and acting as a broker between content providers and remote users. At the same time, it is believed that even in the most wired communities there will still be a demand for physical spaces where people cannot just access knowledge but can discuss, learn from and support each other. In less advantaged communities, the knowledge society simply won't happen without public access. Imparting information skills might well emerge as most valuable role. Information illiteracy will be a key threat to prosperity and social inclusion in the knowledge society. Helping communities to become critical consumers, confident learners and accomplished creators of knowledge will be a crucial task.

Studies show that, only people and businesses in the higher income brackets are able to afford the hardware, software and connectivity costs required to participate in the information revolution, including e-commerce(24). The need for access to the
Internet is however not limited to people and businesses with discretionary income, and it is here that libraries are well positioned to help bridge the economic gap along with the digital divide. From individuals who might not be able to afford computer technology at home to many small and home-based businesses, the library can provide the necessary connections to help prevent the division of our society into information "haves and have-nots."

The western-style universal access is not a practical reality in the third world countries where much of the population cannot afford individual access. Instead, focus should be on providing access through community facilities like libraries and schools (25). In this role, libraries can help in poverty alleviation since information poverty often is the basis of economic poverty. In the information age, access to information has a place alongside adequate food, health care, education, and other basic needs. This phenomenon has broadened the definition of poverty to include information poverty. More so, when it has become clear those people and nations who cannot or will not participate fully in the new information economy will find it all the more difficult to climb out of poverty. Just as today, books are a chance for ordinary people to better themselves, in the information society, access to cyberspace will be a route to better prospects. But just as books are freely available from libraries, the door of libraries should lead everyone to cyberspace toll-free. In the information
society this real chance for equality of opportunity through libraries should remain.

5.10 Growing Awareness in Knowledge Management:

The key to knowledge management is capturing the knowledge. Two different types of information are necessary to accomplish this: explicit and tacit. Explicit information is packaged, easily codified, transferable, and communicable. Tacit information, on the other hand, is personal, context-specific, difficulty to formalize and hard to communicate and transfer. Combining these two types of information using formal and informal provides the perceived value of knowledge management.

The location and provision of information services has dramatically changed over the last ten years. There is no need to leave the home or office to locate and access information now readily available on-line via digital gateways furnished by a wide variety of information providers (e.g. Libraries, electronic, publishers, business, organizations, and individuals). Information is electronically accessible from a wide variety of globally distributed information repositories. Information is no longer simply text and pictures. It is electronically in a wide variety of formats, many of which are large, complex and often integrated. The ready availability of information on the Internet, and its widespread use, really presents librarians with an opportunity, not a threat. Technology savvy users realize they need help, which librarians can provide. Librarians now face
difficulties and complicity challenge due to trends in information access. In the present technological / Internet era the professionals have to change themselves as the information profession is being changed. Now information specialists have to work as e-information resources in which various professional groups are expected to map strategies that lead to produce, manage, maintain and service the information.

The basic goal of library and information profession has always been to provide access to information to those who need it. The activities realizing this goal have evolved and transformed over the years. This includes – available technology, and need to an evolving information society. Information activities have been guided by the developments in the field of storages, presentation and archiving of knowledge, collection development and organization of knowledge, information explosion and computers in information retrieval. Librarian and information professional involved in information gathering, storage, retrieval and dissemination on one hand and on the other hand the computer specialists who supports the library and informational professionals in this endeavor. For successful implementation of digital library, it is essential that LIS professionals are well trained and possess requisite knowledge and skills in this respect.

The role of librarian has changed in the digital library era. It is, therefore pertinent on the part of the librarian to acquire new
skills required for developing and managing the digital libraries. The library and information professionals are required to acquire such knowledge and skills as the library is one the highly IT influenced service profession. The empowerment of library and information professionals with IT skills is aimed at providing services that are expected of from the clientele in the new environment.

Libraries are facing the major transformational changes due to the advancements of information and communication technologies. The technological changes has challenged and made obsolete many current practices of providing library services. The role of the library has always been to provide the best of possible services to all patrons, possibly at all times. With competition from the World Wide Web, there is a sheer need for the librarians to provide a ‘face-lift’ to their current outlook and services. In the digital era, librarian, system persons, and record managers must be able to work with digital media as easily as they have worked with paper. They must be able to curate electronic collections, including the ability to select, acquire, describe, organize, reference, and preserve these digital works.

The transformation from librarian to knowledge manager is clearly underway; however, a deeper look at the direction that the Internet is taking research reveals the possibility of more far-reaching changes. As many business processes move to the Internet, the use of information will become integrated with the
systems and services. In this environment, information as a distinct function or resource may no longer exist. To adjust to these more far-reaching changes, information professionals must search beyond current bounds and think in terms of benefits to their organizations. Right now, information can be used to enhance competitiveness and productivity.

Knowledge environment facilitates the collaborative knowledge building, decision making and knowledge discovery depending upon the knowledge society. Knowledge management is the process of transforming information and intellectual assets into enduring value. It connects people with the knowledge that they need to take action, when they need it. In the corporate sector, managing knowledge is considered key to achieving breakthrough competitive advantage. Information is power. The primary objective of libraries is to organize and provide access to information. This objective will never change, although the format and the methods that are used can change dramatically, providing new opportunities and challenges. Higher education, scholarship, technology and economics, which are all interrelated, play an important role in understanding the needs of libraries.

5.11 Marketing and Promotion of Library Services:

Libraries have been considered essential to educational and research endeavors and have relied on institutional financial support for their continuing operations. The value of the library
is also being called into question with increasing 'globalization' and new generations of users are making new demands on library service provision. Heads of libraries are competing with multiple demands for funding on their campuses. They must understand client needs, plan service provision, promote the available service, deliver them efficiently and effectively and fight for financial and other support.

The budget cuts and the advent of sophisticated technology in the libraries have opened up the new vistas for marketing information products and services. If the libraries fail to catch hold of the opportunities, the scene will be captured by the commercial vendors. The users do not mind paying for the services if they are useful and available at reasonable price. The marketing policy of the libraries needs 'careful planning, structuring, execution and evaluation with regular review.'

5.12 Service Framework for Libraries:

Much progress has been made in aligning library services with changing (and increasingly digital and networked) research and learning environments. At times, however, this progress has been uneven, fragmented, and reactive. As libraries continue to engage with an ever-shifting information landscape, it is apparent that their efforts would be facilitated by a shared view of how library services should be organized and surfaced in these new settings and contexts.
Libraries have not been idle in the face of the changes reshaping their environments: in fact, much work is underway and major advances have already been achieved. But these efforts lack a unifying framework, a means for libraries, as a community, to gather the strands of individual projects and weave them into a cohesive whole. A framework of this kind would help in articulating collective expectations, assessing progress, and identifying critical gaps. As the information landscape continually shifts and changes, a framework would promote the design and implementation of flexible, interoperable library systems that can respond more quickly to the needs of libraries in serving their constituents. It will provide a port of entry for organizations outside the library domain, and help them understand the critical points of contact between their services and those of libraries.

A service framework is a tool for documenting a shared view of library services in changing environments; communicating it among libraries and others, and applying it to best advantage in meeting library goals. It is a means of focusing attention and organizing discussion. It is not, however, a substitute for innovation and creativity. It does not supply the answers, but facilitates the process by which answers are sought, found, and applied.
5.13 Effect of ICT on LIS Service:

Librarians and librarianship have been changed by the development and use of Information and Communication Technologies (ICT). The use of these technologies has changed the ideas about access and ownership. It has also changed the ideas about librarians' duties and responsibilities. Library users have also been affected by ICT. Their experience with technology has changed their expectations of libraries and librarians. Today's users still need librarians for a variety of reasons:

- Increasing amount of information and continuous information updating
- Array of media and formats for information
- Lack of confidence in accuracy information
- Need to evaluate information resources according to professional standards
- Scattering of information in different electronic and printed sources
- Users' need for knowledge of different types of information resources and search strategies.

The educational and guiding roles of librarians are more important than ever. Librarians need new and updated education to fulfill their role.

5.14 Specifications for a Knowledge-Based Society:

Knowledge has been described as “a fluid combination of actual experiences, values, practical based information and professional findings in an organization which provide a
framework for evaluating and increasing new information and experiences. It originates from mind of knower persons and is also applied by their mind. In organizations not only documents and resources, but also most of the current styles, processes, activities and norms have connection with knowledge" (26). These elements express specifications for a knowledge-based society. Society includes people with different experiences, values, and information. Much personal knowledge is hidden in the mind of individuals and out of reach of other people. There are tools and resources for sharing and exchanging knowledge and preventing duplication and repetition of the same mistakes. Knowledge and experience are valuable wealth for developing and improving society. In such a society, the major activities of social, cultural, and economic organizations depend on knowledge.

5.15 Role of Librarians in a Knowledge-Based Society:

Information and knowledge are not the same. An information society is not the same as a knowledge-based society. When librarians deal with information, they deal with subjects, formats, documents, and collections. In a knowledge society, they deal with people as well. Collaboration, critical thinking, initiative, intelligence, and personal and group learning are characteristics of a knowledge society. Knowledge workers become valuable resources. Libraries and librarians are essential in this knowledge atmosphere (27). In the age of knowledge librarians deal with people because knowledge is found in the minds of people. Therefore it is necessary to change a subjective
and mental knowledge into an objective and practical one by establishing connections with people and learning and sharing knowledge.

5.16 Required Skills for Librarians in the Age of Knowledge:

Skills for librarians in the age of knowledge are divided into "professional skills" and "personal skills" by Fatahiyan (28).

Professional skills include:

- Functional literacy
- Scientific literacy
- Technological literacy
- Information literacy
- Cultural literacy
- Global awareness

Personal skills include:

- Insight
- Creativity
- Risk accepting
- Responsibility and
- Public relations.

Bailey and Clarke define knowledge management as "the process of acquisition, generation, filtration and processing of information ... to use ... for decision making, programming and running programs." Knowledge management includes gathering information from activities of an organization and using it in other activities (29). All kinds of media, communication channels
and retrieval techniques are used in knowledge management, including professional publications, personal correspondence and conversations, email, databases, and websites (30). As a knowledge-based organization, a library is a treasure of librarians' knowledge and experiences. It is impossible to perform knowledge management in a library without the librarians' cooperation and collaboration. That requires skills in the generation, composition, organization, preservation, and dissemination of information. Librarians must be familiar with methods of organizing information and able to use different media for disseminating information. For example they should be able to use of library's email, website and chat possibilities in order to disseminate their organized information to other colleagues and create new knowledge by composing disseminated knowledge. Required knowledge for supporting electronic educational programs of organizations is other skill which librarians need to have. Considering specific aims and users, different organizations hold electronic educational programs and need librarians help in this regard. Librarians should be familiar with different types of information resources in every field and every format, so that they can evaluate various resources and guide specialists of different fields. Further it includes using email and chat to disseminate information to colleagues. Skill in supporting electronic educational programs is essential. Librarians should be familiar with information resources in every field and format to evaluate resources and guide specialists in different fields. Materska (31) states that
"libraries can organize seminars and educational programs for knowledge-based organizations and participate in organizational learning models through networks."

All these skills will be only useful if a knowledge culture is dominant in the library. If librarians pay attention to the value of knowledge and the necessity of sharing and disseminating it in the organization, these skills will be useful. These skills cannot be expected to improve unless librarians accept the rapid changes in their responsibilities that have occurred. In such a new atmosphere those librarians who perceive the importance of acquiring and disseminating knowledge in organizations and have a knowledge-based insight are more successful and useful.

5.17 Conclusion:

The world of information is undergoing rapid change. An information age is at a great turning point in the history of civilization. The day has arrived when it is most important to learn to access, analyze, apply and evaluate such information. As traditional custodians of information, librarians need to be aware of the implications of these changes and develop technological and managerial skills, which will enable them to make effective use of information and to meet their organizations changing information need.

The knowledge-based society is a society where the value of knowledge is known and decisions are made and activities performed on the basis of knowledge. In such a society librarians'
role is to organize, control, and manage the various formats of knowledge. Traditional methods and thinking cannot meet the needs of library users in a knowledge-based society. Librarians need new skills to deal with the knowledge-based environment. These include knowledge management, information and computer skills, scientific and practical skills, global and cultural awareness, and ability to support educational programs of different organizations.

Libraries are undergoing foundational change, which is at once challenging and rife with opportunity. Coping with these changes in ways that underscore and communicate the value of library services will be a vital task for library planners and system developers. A service framework for libraries will assist them in that task, allowing them to organize and express a consistent view of library services, that will in turn support the development of library systems that are flexible and responsive to the emerging needs of changing research and learning environments.
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