CHAPTER V  RESTRUCTURING THE PUBLIC LIBRARY SYSTEM

5.1 Introduction

5.2 Definitions of the term 'Restructuring'

5.3 Steps involved in Restructuring

5.4 Restructuring Public Library System in Karnataka

5.5 Karnataka Public Libraries Act, 1965

5.6 Some of the Drawbacks of the Public Library System

5.7 Sections Areas/Sections that are needed to be restructured

5.8 New Structure for the Public Library System of Karnataka

5.9 Restructuring the Qualification Criteria for the Public Library Professionals

5.10 Public Library Funding

5.11 Library Building

5.12 Collection Development Policy

5.13 Proposed Network Model for KPLS

5.14 Restructuring the Act

5.15 The State Central Reference Library (SCRL)

5.16 Summing Up

References
5.1 Introduction

Several causes have been cited for the present unpleasant and improper functioning of public libraries in our country. The public libraries at present are functioning in a framework of outdated concepts, because the country has moved ahead with times. Several reforms and measures have been suggested to improve the situation but so far, no drastic changes have been noticed in the physical outlook / the services. Public libraries, almost all over the country, are facing the same and many burning problems. One is the tendency for governments to consider public libraries as a matter of minor relevance to the development of society and consequently, to withdraw from funding them and from supporting their development.

A second problem is the change in demands for services from the users relating to the following, general conditions. Due to the fast development in Information and Communication Technology (ICT), not only Information is doubling day by day but it is not even in the control of working LIS professionals than ever before. Libraries in all parts of the country seem to experience a distinct problem.

Third, new technologies are rapidly changing the possibilities. The means and the tools of public libraries, new media, new systems and new ways of communication are influencing or will some how influence local public library services in most of the regions. Besides, there are many other problems and difficulties. However, the public library movement in Karnataka started with a big bang and a great concern to serve the
public in promoting the life long education and increasing the awareness of culture, heritage, etc. of the land in particular and the world in general. However, the Karnataka public library system is suffering from a number of lacunas and bottleneck problems that are hindering to keep it vibrant to the technological breeze of the modern society. Therefore, it is inevitable to undertake the restructuring of the entire system, its services, functions and organization as a whole to make the public library system more functional, meaningful, vibrant and efficient in catering to the intellectual needs of the people of the state by ensuring both in urban and rural areas the proper library coordination and cooperation. This can be achieved only with the help of restructuring whole Public Library System in Karnataka.

5.2 Definitions of the term ‘Restructuring’

The definitions of the key term used are:

The term “Restructuring”, as used in the study, stands for redesigning or the re-engineering of the possible existing system of public libraries in the state of Karnataka.

According to Oxford English Dictionary, Restructure means to rebuild or re-arrange.

Chamber’s English Dictionary defines restructuring as the reorganization of a business company, etc. in order to improve efficiency cut costs etc. often involving redundancies.

The term restructuring is also synonymous with the concept of change management. Then what is change management?

Whitely defines change as “the negotiation or the renegotiation of shared meaning about what is to be valued, believed in and aimed for.”
Organizational change constitutes a renewal of parts or even the whole of organizational culture, structures, process and relationships with the outside environment.

Berger and Sikora define change management as "the continuous process of aligning an organization with its market place and doing it more responsibly and effectively than its competitors. Alignment is the continuous synchronization of four management levers strategy, operations, culture and reward.

The concept of change management is thus grounded in the principle of continuous measurement and feedback of the people, process and systems within an organization. It also means radically changing how people work changing policies and controls, systems and technology organizational relationships, service and business practices and reward programmes.

Four key assumptions distinguish effective change management from other organizational development strategies, they are:

- Radical change can only occur when old ways of thinking and operating are replaced,
- Concrete results must be released quickly,
- Any change affects all parts of the organization: therefore a successful change effort must address and integrate people technology, structures, and management philosophy and practice,
- Effective change management thus requires an interdisciplinary and collaborative approach. It demands a team of people with a wide range of skills and knowledge who can communicate across the organization and support each other to achieve sought outcomes, and
Chapter - V: Restructuring the Public Library System

• Change management is not about compromise or trade offs. It is about creating a new reality that radically focuses on organization on achieving excellence. Such change also carries significant risks that cannot and should not be ignored.

5.3 Need for Restructuring

Present society is passing through an era of rapid economic, educational, and technological changes. Globalization, liberalization and privatization have made significant impact on the life and work of the developed as well as the developing nations of the world. Public libraries are not exception to this phenomenon. Libraries all over the world are facing new challenges such as economic down turns, increasing inflation, information explosion, rapid technological advances, etc. These challenges have also affected the public libraries in India, these problems are also complemented by the negligence of the respective State Governments on the part of public libraries which has resulted in poor resource allocation of budgets, improper infrastructure, insufficient collection, inadequate qualified professionals, lack of coordination and networking etc.

As a result of this, the public libraries in India are under pressure to deliver greater results with traditional type of management and administrative methods and majority of them have failed in their role to cope with time. How can public libraries better respond to these new challenges? What is the appropriate role of public libraries to play in this new context? How libraries can serve their users as per their demands? Many questions like these need to be answered by the public libraries.

All the above mentioned questions suggest that public libraries are due for a radical change that can be achieved by way of restructuring. Radical redesigning looks to be the only alternative as digital gap is widening day by day. On one hand the libraries
need to modernize their systems, operations, process and activities, and on the other hand
they need to restructure the organizational set up and the services as per the current needs
of the community they serve. Though Karnataka is one of the leading states in our
country in the field of information technology, and has a comprehensive set up of public
library system, spread across almost all the districts covering urban and rural areas.
However, the public libraries in Karnataka are experiencing the similar problems and
challenges. Therefore there is need for study to understand the possible areas where the
restructuring can be made as a part of overall improvement in the public library system
and services, with a view to provide better library services to the people of Karnataka in a
changed environment.

5.3.1 Steps involved in Restructuring

5.3.1.1 The Vision

Before making a change, one should know about its competence. Therefore, it is
the first step in the Restructuring process that the organization must identify its core
competencies. After identifying its core competencies, the organization must establish a
vision that must be based on its core competencies. The vision developed at this stage will
act as basic guiding principle in the entire restructuring process.

5.3.1.2 The Mission

There must be a sound mission statement describing the library system, like:

- The ultimate goal of the public library system;
- The basic functions carried out with the help of its core competencies in achieving
  the ultimate goal,
- Its user community.
5.3.1.3 Identification

The problems in a process guide for the need for a change. Apart from identifying the problem areas, it is necessary to identify the following areas;

- Identify core competencies
- Identify the existing problem areas
- Benchmark best practices,
- Identify community requirements,
- Identify lacunas in the existing library act,
- Identify the training needs for the workforce,
- Identify the technological requirements.

5.3.1.4 The Preparation

The involvement of the Government and the authorities is most essential in the restructuring process. Restructuring is a costly affair and, at the same time, its results may be drastic. Therefore, the Department of public libraries must involve in the various phases of restructuring so that the impact on the organizational philosophy, structure, culture and resources is made known to user community.

5.3.1.5 Formation of the Restructuring Team

For the success of the Restructuring process a competent team consisting of experts from different levels, including the professionals working in the field, the reputed teachers of Library and Information Science at different universities, and administrators from the State Government, should be constituted.
5.3.1.6 Planning for Change

In this step, one needs to do preparation in respect of the following aspects:

- Preparing for change,
- Designing the change, and
- Evaluating the change.

5.3.1.7 Restructuring Tools

There are no readymade restructuring tools available in the market. Selecting restructuring tools is different from the procurement of any hardware or software. The tools may be available within the organization and may be procured. The tools may be grouped as:

- People related tools,
- Process related tools,
- Technology related tools, and
- Service related tools.

The right tools may be anything from pencil, paper, software, hardware, training and recruitment etc. One should consider the following things before making the selection of restructuring tools:

- It should be user friendly,
- Must enhance vision clarity,
- Must help in improving productivity,
- Must set higher quality levels,
- Must be suitable for the needs and requirements of the organization or a system,
- It should be cost effective.
Chapter - V: Restructuring the Public Library System

Effective strategies to respond to change:

- Strategies that are multifaceted and multidimensional integrating users, documents and services,
- Strategies that facilitate dynamic alignment between all components of the organization,
- Strategies that are designed for rapid implementation,
- Strategies that are adaptive having the capacity for ongoing change, and
- Strategy as an evolving process applying the principles of continuous improvement.

5.3.1.8 Restructuring benefits for libraries

- Enhanced user focus – flexible and responsive service delivery that meets and exceeds expectations.
- Increase in the level of library use,
- Improved levels of user satisfaction,
- Increased Innovation
- Increased expenditure can front-line services and library resources matched by decreasing corporate overheads.
- Maximization of income generation capacities
- Participation in local & broader groups and networks which enhance service delivery.

5.4 Restructuring the Public Library System in Karnataka

Karnataka Public Library System (KPLS) is one of the most popular and comprehensive system with a wide network, compared to other states in India. The
Chapter - V: Restructuring the Public Library System

Department of public libraries came into existence from 1st November 1966 consequent upon the implementation of Mysore Public Libraries Act, 1965, later popularly known as the Karnataka Public Library Act (KPLA) 1965.

The KPLA is responsible for the creation of an independent Department of public libraries. It has a provision to appoint a professionally qualified person as its Director to direct, supervise and control the entire public library system in the state. The structure of the library system of Karnataka is shown schematically as under:

Figure – 1: Present Organization Pattern of the Public Library System in Karnataka State
Karnataka State
Map Showing State Central Library, 
District Central Libraries and 
City Central Libraries
Chapter V: Restructuring the Public Library System

5.4.1 State Central Library (SCL)

The Bangalore public library, established in 1915, was designated as the State Central Library (SCL) of the Karnataka State in 1965. The SCL is at the apex of the public library system of the state. The SCL is functioning as a reservoir of books and other reading materials for the entire state public library system. It consists of two distinct sections:

- Centralised Units,
- Service Units

5.4.1.1 Centralised Units

The unique features of State Central Library are the centralized section undertaking the responsibility of:

1. A copyright collection of the state,
2. A state library for the blind,
3. A state bureau of interlibrary loan,
4. A state bureau of technical services,
5. A state bibliographic bureau and
6. Such other sections as may be prescribed.

5.4.1.2 Service Units

The SCL is rendering library services to the public through the following section:

1. Circulation and maintenance,
2. Periodical and Braille section,
3. Reference services and
4. Children section.
Chapter - V: Restructuring the Public Library System

Department of public libraries: Network includes the following:

1. State Central Library 01
2. Indira Priyadarshini Children's Library 01
3. Public Technical Library 01
4. District Central Libraries 29
5. City Central Libraries 26
6. Mobile Libraries 15
7. Branch Libraries 490
8. Service Station 107
9. Reading Rooms 31
10. Gram Panchayat Libraries 5766
11. Slum Libraries 600
12. Nomadic Libraries 100
13. Aided Libraries 21
14. Book Deposit Centres 65

As per the 1978 Cadre and Recruitment (C & R) rules, the Department had devised a staff formula for the entire system that includes:

Table - 2: Staff formula for the public libraries

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Designation</th>
<th>Post required as per the staff formula</th>
<th>Sanctioned posts</th>
<th>Deficiency of staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Librarians</td>
<td>636</td>
<td>92</td>
<td>544</td>
</tr>
<tr>
<td>2.</td>
<td>Assistant Librarians</td>
<td>1149</td>
<td>131</td>
<td>1018</td>
</tr>
<tr>
<td>3.</td>
<td>Library Assistants</td>
<td>2262</td>
<td>529</td>
<td>1733</td>
</tr>
<tr>
<td>4.</td>
<td>Library Attenders</td>
<td>964</td>
<td>311</td>
<td>653</td>
</tr>
<tr>
<td>5.</td>
<td>Night Watchmen</td>
<td>432</td>
<td>40</td>
<td>392</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>5451</td>
<td>1103</td>
<td>4340</td>
</tr>
</tbody>
</table>

Around 84 officers are working at different Districts & the supervisors are looking after City Libraries and 6766 Gram Panchayat Libraries.

Table - 3: Existing Staff Pattern of Public Library System

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Designation &amp; Scale (In Rs.)</th>
<th>Sanctioned Posts</th>
<th>Posts Filled</th>
<th>Vacancy of Posts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Director: 18150-26925</td>
<td>01</td>
<td>01</td>
<td>---</td>
</tr>
<tr>
<td>2.</td>
<td>Deputy Director: 14050-25050</td>
<td>28</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>3.</td>
<td>Chief Librarian: 11400-21600</td>
<td>53</td>
<td>43</td>
<td>10</td>
</tr>
<tr>
<td>4.</td>
<td>Administrative Assistant: 10800-20025</td>
<td>02</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>5.</td>
<td>Librarian: 10000-18150</td>
<td>92</td>
<td>49</td>
<td>43</td>
</tr>
</tbody>
</table>
Staff recruitment and qualifications required for different posts in the Department of Public Libraries.

As per the Government order no. ED106 PM276 dated 27th October 1978, the method of recruitment and the minimum qualification in respect of each category of posts in the Department of public libraries is as mentioned below:

Table – 4: Staff Recruitment and Qualifications

<table>
<thead>
<tr>
<th>Category of Posts</th>
<th>Method of Recruitment</th>
<th>Minimum Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Director</td>
<td>i. By selection from the cadre of Deputy Director and Chief Librarian. If no suitable officers are available by promotion, then by Direct Recruitment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Should be a holder of 1. Bachelor’s degree of university established by law in India. 2. A degree of Diploma in Library Science of a university established by law in India secured after not less than one academic years course. 3. Not less than ten years working experience in a library recognized by Government. 4. Not less than 40 years of age.</td>
<td></td>
</tr>
<tr>
<td>2. Chief Librarian</td>
<td>i. 75 % by Direct Recruitment ii. 25 % by promotion from cadre of heads of Technical sections and lecturers in Library Science and if not a suitable person is available for promotion of Direct Recruitment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Should be a holder of a Bachelor’s degree of a university established by law in India. ii. A degree or diploma in Library</td>
<td></td>
</tr>
</tbody>
</table>

Total 1477 988 489
### Chapter V: Restructuring the Public Library System

<table>
<thead>
<tr>
<th>Position</th>
<th>Promotion Path</th>
<th>Additional Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Administrative</td>
<td>By promotion from the cadre of Superintendent</td>
<td>Must not have attained the age of 35 years.</td>
</tr>
<tr>
<td>4. Administrative Assistant</td>
<td>By promotion from the cadre of Superintendent</td>
<td>Must not have attained the age of 35 years.</td>
</tr>
<tr>
<td>5. Accounts Superintendent</td>
<td>By deputation of an officer from the state accounts service of the cadre of Superintendent</td>
<td>Must not have attained the age of 35 years.</td>
</tr>
<tr>
<td>6. Head of Technical Sections &amp; in Lecturers in library science</td>
<td>i. 75% by Direct Recruitment For Direct Recruitment 1. Should be a holder of a Bachelor's degree of a university established by law in India. ii. Diploma in Library science of a university established by law in India. 2. Should have not less than two years or working experience in a recognized library in India secured after one academic year course. Age: Must not have attained the age of 30 years.</td>
<td>ii.25% by promotion from the cadre of librarian and if no suitable person is available for promotion than by direct recruitment. For promotion Should have passed the pre-university course examination of university established by law in India or should possess a qualification equivalent etc. Should be a holder of a Diploma in library science of a university established by law in India or the women’s polytechnic, Bangalore or should have passed a certificate course in library science of the Government Library Training School, Bangalore. Must have put in not less than two years</td>
</tr>
</tbody>
</table>
### Chapter V: Restructuring the Public Library System

**7. Librarian**
- **1) 75% by Direct Recruitment**
  - For Direct Recruitment
  - i. Should be a holder of degree in library science.
  - ii. Should have not less than one year of experience in a library recognized by Government.
  - Age: should not have attained age of 45 years.

- **2) 25% by promotion from the cadre of Assistant Librarian and if no suitable persons are available for promotion by Direct Recruitment**
  - For Promotion
  - Should have put in not less than five years of service in the cadre of Assistant Librarian.

**8. Superintendent**
- By promotion from the cadre of “First Division Assistant”

**9. First Division Assistant**
- **1) 50% by Direct Recruitment in accordance with the Mysore State Civil Services (Recruitment) to Ministerial Posts Rules 1966.**
- **2) 50% by Promotion on the basis of Seniority-cum-merit from the cadre of II Division Assistant**
  - For Direct Recruitment
  - Probation: Two years during this period of probation should pass the account (Higher) examination and Kannada test.

**10. Assistant Librarian**
- **i) 50% by Direct Recruitment**
  - For Direct Recruitment
  - 1. Should have the Board of Technical Education or equivalent qualification award holder of Diploma in library science.
  - 2. Should have not less than one year experience in a library recognized by Government.
  - Age: Should not have attained the age of 45 years.

- **ii) 50% by promotion from the cadre of Library Assistant and if no suitable person is available for promotion than**
  - For Promotion
  - Should have put in not less than five years of service in the cadre from which he is to be promoted.
<table>
<thead>
<tr>
<th>Chapter - V: Restructuring the Public Library System</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11. Stenographer</strong></td>
</tr>
<tr>
<td>By promotion from the cadre of Typist and if no suitable person is available for promotion from the cadre of Typist by Direct Recruitment in accordance with the Mysore Civil Service (Recruitment to the posts of Stenographer, Junior Stenographer &amp; Typists)</td>
</tr>
<tr>
<td>Should have passed Senior Type writing and Junior short hand examination subject to the condition that he should qualify himself by passing Senior Shorthand Examination conducted by the Mysore State Education Board within a period of five years from the date of such promotion</td>
</tr>
<tr>
<td><strong>12. Second Division Assistant</strong></td>
</tr>
<tr>
<td>Probation: Two years during the period of probation should pass Accounts (Lower) Examination and Kannada language test.</td>
</tr>
<tr>
<td>1. Should have passed the SSLC or an Examination considered equivalent there to</td>
</tr>
<tr>
<td>2. Should have put in not less than 3 years of service in the cadre of class IV service</td>
</tr>
<tr>
<td>3. Should have passed Accounts (lower) examination and Kannada language test.</td>
</tr>
<tr>
<td><strong>13. Library Assistant</strong></td>
</tr>
<tr>
<td>2. Should have not less than one year experience in a library recognized by the Government</td>
</tr>
<tr>
<td>3. Age: Should not have attained the age of 45 years. Probation two years.</td>
</tr>
<tr>
<td><strong>14. Typist</strong></td>
</tr>
<tr>
<td>2. Age: Should not have attained the age of 45 years.</td>
</tr>
<tr>
<td><strong>15. Driver</strong></td>
</tr>
<tr>
<td><strong>16. Attendar</strong></td>
</tr>
<tr>
<td>2. Should have not less than one year experience in a library recognized by Government</td>
</tr>
</tbody>
</table>
Chapter V: Restructuring the Public Library System

<table>
<thead>
<tr>
<th>Position</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>17. Peons</td>
<td>By transfers from the cadre of watchman and if no suitable persons is available for transfer by Direct Recruitment For transfer or Direct Recruitment should have passed V standard primary.</td>
</tr>
<tr>
<td>18. Watchman</td>
<td>By Direct Recruitment Should have passed V standard Primary 1. Should have not less than one year experience as watchman in Government office 2. Should not have attained the age of 45 years.</td>
</tr>
<tr>
<td>19. Cleaner</td>
<td>By Direct Recruitment Should have passed the V standard primary.</td>
</tr>
</tbody>
</table>

5.4.2 District Central Libraries (DCLs)

As per the section 16 (1) of the Act, 29 DCLs have been established in all the district headquarters. However, in district places, where City Central Libraries (CCLs) are functioning, the DCL's act as only administrative offices and not providing any services to the readers in the district headquarters, but look after only the rural part of the districts.

5.4.3 City Central Libraries (CCLs)

Consequent upon the implementation in 1965, CCLs were established in cities having population of one lakh and above. At present there are 26 such CCLs that have been established in the state.

5.4.4 Branch Libraries

All the CCLs are serving the clientele in the cities through branch libraries established in different parts of the cities. The criterion adopted by the department is that for every 25,000 population, there should be one branch library.
5.4.5 Service Stations

Service stations under CCLs have been established in different parts of the cities to serve the readers. Some of the service stations are lending books and providing periodicals for readers. Quite a few of them are housing only periodicals and converting periodical room as reading room. A few service stations are kept under the cadre of voluntary organizations like Rotary Clubs, Women Forums, Youth Clubs and such other organizations, supervised by the respective CCLs.

There are some service stations working under DCLs where the population of the place is less than 5,000 and more than 2,000 providing almost the same type of services as described.

5.4.6 Mobile Library Services

There are around 15 mobile library units, functioning in different districts / cities, providing services to the people at different points where there are no branch libraries in the vicinity. Plans are ahead to provide mobile library services to all the districts of the state.

5.4.7 Library Training School

Library Training Schools have been established for imparting library science education and training leading to certificate courses. It enables libraries to get qualified persons to meet the demands of public library system of the State. At present schools at Dharwad and Bangalore are functioning.

Refresher Courses are also being conducted at various city and District Libraries for the professionals and Semi-professionals in the Department.
5.4.8 Raja Rammohan Roy Library Foundation [RRRLF]

The Karnataka State is recognized by RRRLF to provide the library facilities to the rural communities in the State by purchasing and sending the readers with books. At present 1,905 rural centres are providing library facilities in the State.

Modernisation of Libraries: All the 29 District Central Libraries and 19 City Central Libraries of the State are provided with computers along with internet facility.

Finance: Public Libraries functioning in Karnataka are getting finance mainly from two sources i.e.:

1. Consolidated Fund of the State
2. Library Cess from the Local Bodies

As per the provision of the Karnataka Public Libraries Act of 1965, the local bodies are collecting the Library cess at the rate of 6 paise per rupee (with effect from 1-4-1996) over the property tax land and sites. Due to the abolition of octroi the government of Karnataka is compensating the same to City Central Libraries.

The Government is sanctioning 6% of the Land revenue to the District Central Libraries based on the land revenue collection of the respective districts.

The establishment charges of the Departmental are met out of the consolidated fund. The expenditure on account of purchase of Books, periodicals, Newspapers, Furniture, Equipment and maintenance charges are being met out of the funds of the respective local library authorities.
Chapter - V: Restructuring the Public Library System

Table - 5: Financial Resources of the Department of Public Libraries
(Budget 2007-08)

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Description</th>
<th>Amount (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Planned</td>
<td>1046.18</td>
</tr>
<tr>
<td>2</td>
<td>Non-planned</td>
<td>1942.62</td>
</tr>
<tr>
<td>3</td>
<td>Library Cess</td>
<td>2400.00</td>
</tr>
<tr>
<td>4</td>
<td>R.R.R.L.F. Grants</td>
<td>180.00</td>
</tr>
</tbody>
</table>

Note: Rs. in lakhs

5.4.9 Library Buildings

District Central Libraries, City Central Libraries and their Branch Libraries are situated in different types of buildings. The information about the same is presented in the below given table.

Table - 6: Library Buildings in different Libraries

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Buildings</th>
<th>City Central Library &amp; Branches</th>
<th>District Central Library &amp; Branches</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Own Buildings</td>
<td>47</td>
<td>153</td>
</tr>
<tr>
<td>2</td>
<td>Rented Buildings</td>
<td>68</td>
<td>43</td>
</tr>
<tr>
<td>3</td>
<td>Rent free buildings</td>
<td>124</td>
<td>340+3390 (Gram Panchayat Library Buildings)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>239</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>536+3390</td>
</tr>
</tbody>
</table>

5.4.10 Books Selection and Purchase

With a view to selecting and purchasing the books for the libraries, the Department of Public Libraries has formulated a policy, under the instruction of Government, which has constituted a state level book selection committee under the Chairmanship of Dr. S. Shettar. Every year the list of newly published books are received from the authors, publishers and publishing institutes. The lists are placed before the selection committee. The list of books recommended for purchase by the selection committee is forwarded to all the District/City Central Libraries, for their purchase. Therefore, the selection of books is centralized, and the purchase of the books is decentralized. The respective District/ City Central Libraries purchase the recommended books accordingly, depending upon the availability of financial resources. However, it is
mandatory that 80% of amount of the budget for the book purchase is allocated for Kannada books and the remaining 20% for other language books.

5.5 Karnataka Public Libraries Act, 1965

5.5.1 Efforts for Library Legislation

Karnataka was fortunate enough to have Dr S R Ranganathan, the doyen of library and information science, settled in Bangalore in connection with the establishment of Documentation Research and Training Centre. He initiated the establishment of the Mysore Library Association. This association organised Karnataka Library Conference in 1958, and passed a resolution to have library legislation in the State, as suggested by Mr B V Baliga, the Speaker of the Legislative Assembly. The Association followed up the action vigorously and got the Bill passed in the Legislative Assembly on 22nd April 1965, Karnataka is the third state to enact library legislation in India.

5.5.2 Salient Features of the Act

- Provision for a State Library Authority in the form of a corporate body with Minister-in-charge of Education as Chairman. The members are drawn from different segments of the society.

- Provision for creating an independent Department of Public Libraries with State Librarian as its head.

- Provision for the establishment of State Central Library at the apex of Public Library System in the State.

- Constitution of Local Library Authorities for the cities and districts.

- Provision for setting up Advisory Committee for branch and Village Library Services.
Chapter - V: Restructuring the Public Library System

- Provision for centralised technical processing.

- Provision for centralised units like:
  * Copyright collection of the State;
  * State Library for the Blind;
  * State Bibliographic Bureau, etc.

1. Provision for the levy of library cess in the form of a surcharge on all possible taxable units of the State revenues. The District Library Authority gets the annual grant from the State Government (3% of the land revenue). There is also a provision to retain 10% of the amount collected towards the cost of collection by the local authority and the balance shall be paid to the Library authority concerned.

2. Creation of a 'State Level Service' bestowing upon its employees all the benefits and privileges as are available to the other State Government Servants.

5.5.3 Service Points

Under the Karnataka Public Libraries Act, the following service points were under operation:

<table>
<thead>
<tr>
<th>Service Point</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Central Reference Library</td>
<td>1</td>
</tr>
<tr>
<td>Public Technical Library, Peenya</td>
<td>1</td>
</tr>
<tr>
<td>City Central Libraries</td>
<td>11</td>
</tr>
<tr>
<td>Its Branches</td>
<td>106</td>
</tr>
<tr>
<td>District Central Libraries</td>
<td>20</td>
</tr>
<tr>
<td>Its Branches</td>
<td>240</td>
</tr>
<tr>
<td>Service Stations</td>
<td>150</td>
</tr>
<tr>
<td>Libraries under Mandal Panchayat Libraries</td>
<td>216</td>
</tr>
<tr>
<td>Book Delivery Stations</td>
<td>272</td>
</tr>
<tr>
<td>Mobile Libraries</td>
<td>8</td>
</tr>
<tr>
<td>Library Training Schools</td>
<td>2</td>
</tr>
</tbody>
</table>

5.5.4 Special Features

A separate Public Technical Library in Peenya, which was the first of its kind in the country. And provision to constitute Library Advisory Committees (for details please refer to the copy of KPL, Act 1965, Chapter IV, Section 29 in the appendix -II). Mysore
Chapter - V: Restructuring the Public Library System


5.6 Some of the Drawbacks of the Public Library System

The present organizational structure of Public Library System is based on certain guidelines in the form of byelaws made under the provisions of KPLA, 1965. It seems much thought has not been given, while framing these byelaws concerning hierarchical structure of the entire system. Everything is done on an adhoc basis and not based sound, scientific and logical considerations. One can visualize a member of anomalies and inconsistencies that existed while establishing the different segments of Public Library System.

There are many instances, where the very guidelines set out by the department have been violated. It may be observed that the concepts like branch libraries and service stations, though well defined and established are being brushed aside in the existing structure, which is not in conformity with the modern administrative and organization principle. This state of affairs explains why the public libraries in Karnataka have not made considerable progress in terms of establishment of new units and rendering effective service to the community.

Some of the observations on the lapses of KPLS include:

- There is no proper structure of library system from top to bottom with infrastructure linking the State Central Library, District Central Libraries, City Central Libraries, Branch Libraries and Rural Libraries. Every library is functioning in isolation and does not bother for any proper co-ordination and cooperation.

- KPL Act was framed and enacted in 1965, that is around 44 years back, since then several advancements have taken place in the Society. Particularly in the areas of
Chapter - V: Restructuring the Public Library System

Information and Communication technology. But so far, no serious efforts have been made to amend the Act. However, KPL Act Amendment sub-committee was set up in 1995 under the Chairmanship of Prof. M.A. Gopinath, who, however, accepted an assignment at the North Carolina Central University, Durham, USA and he left for USA. Later the State Library Authority meeting held on 21-7-1997 decided to nominate Prof. K.S. Deshpande to be the Chairman of the Sub-committee which has submitted its report, but it is still kept pending with a view to reviewing and changes to be incorporated.

- The main source of income for Public Libraries in Karnataka is the library cess which is collected by the local bodies like the Municipal Corporations, Municipal Councils, Taluka & Gram Panchaytats. However, they do not bother to appropriately remit the collected cess to the respective local library funds, therefore, large amount of library cess is pending with the local bodies. It appears that there is no check from the Government over this great lapse.

- The Apex body like the Karnataka [SLA] State Library Authority is constituted with the persons who are loyal to the party in power rather than the experts who are well-versed with the system or discipline and the latest trends. A policy making body like SLA requires people of high calibre who are deeply involved in the system and subject. The same situation prevails at the District, City and branch levels.

- The qualification fixed by the Department for the professionals' right from the post of Director to the post of his subordinates is much lower and inappropriate. One cannot expect better results with the unqualified office bearers. Librarianship or Library management is definitely a skilled job and it cannot be managed by the people who are in no way connected with this discipline.
Chapter - V: Restructuring the Public Library System

- Finance is the primary factor, and plays a vital role in collection development and provision of better services to cater the needs of the Public however, it is found that the provision of finance as per the KPL Act or the money earmarked/sanctioned is not adequate and helpful for the over all development of libraries.

- All the while, the Public Library service in the State is being utilized by middle class of the society and to some extent by the upper class only. There is no stretching out of this service to the lower levels. Library cess is being collected form illiterates and neo-literates, who form the majority of the population. But, the amount spent for the benefit of these sections of the society is quite meagre to commensurate the amount collected from the Library cess. This is quite unreasonable. There are many ways to render library service to illiterates and in creating social awareness in them and in educating them.

- The prevailing practice of the Public Libraries in book selection and procurement is much unscientific and irrational. No efforts are being made to interact with the citizens or no surveys are conducted to assess the needs and requirements of the people, while selecting the books and other sources, this has resulted in value less collections of the Libraries. And the collection in most of the Libraries comparatively is very meagre to the respective population which they serve.

- Lack of infrastructure among most of the Public Libraries is one of the major setbacks of the Public Library system. Most of the Libraries are not having their own buildings. They are housed in rented buildings which are not functional Library buildings. And majority of libraries suffer from inadequacies like insufficient seating capacity, space problems, lack of equipments, unhealthy atmosphere, etc.
Chapter V: Restructuring the Public Library System

- The application of Information Technology [IT] has been very poor, even though Karnataka State has made great advances in this field. All the 29 District Central Libraries and 19 City Central Libraries are provided with computers and internet facility but they are used only for office purpose. Most of the Libraries do not provide internet access to its users. Library automation is still in preliminary stages in most of the Libraries. And the libraries do not provide any computer based or internet based services like access to databases, online journals, etc.

- In spite of being a comprehensive system consisting of the State Central Library at the apex, and 29 District Central Libraries, 26 City Central Libraries and several branch Libraries, Panchayat Libraries, etc. There is no appropriate networking between these libraries.

- The status of the Department of Public Libraries in the state is not enterprising. It is classified as a minor department, consequently the status of the Director of the Public Libraries department is not at all impressive. Hence, the director being placed in such a low and ineffective position in the hierarchy of State level officers, it is difficult to play central and effective role that is expected of it.

Therefore, all these factors necessitate the restructuring of the public library system, with a view to provide a new facelift for the Public libraries and enhance their functioning and services to cater the needs of its diverse user community in this IT dominated environment.

5.7 Sections Areas/ Sections that need to be restructured

Libraries are neither factory nor do they come in the category of profitable business organizations. Libraries are service oriented organizations. The value of the libraries is measured in terms of quality of services they render, not in terms of profit.
Public library is distinguished from other libraries because it provides liberal and comprehensive service, performing a wide range of functions providing information, education, recreation, entertainment and inspiration. According to IFLA/UNESCO Public Library, Manifesto, 1994 statement, "The Public Library, the local gateway to knowledge, provides a basic condition for life long learning, independent decision making and cultural development of the individual and social groups". However, as stated earlier, the functioning of Public Library System is not encouraging, as even though it is of the largest public library system in India with wide spread branches, it is suffering from the setbacks and is in a depressed state, possessing neither regularly renewed print collections nor vibrant non-print multimedia resources and the entire system suffers from a variety of problems like inappropriate infrastructure, lack of manpower and monetary constraints as well as being low in the priorities of policy makers and implementing bodies. At the same time majority of the users are looking for innovative support and services from its Public Libraries, the State has emerged as one of the global leaders in information technology and one of the largest exporters of knowledge workers. In this digital era, the people of Karnataka are expecting more and variety of services from the Public Libraries not only as a champion of books and knowledge but as a major access point to the benefits of the digital age. But again, the economic conditions of the Public Libraries is very poor as compared to the conditions of the Public Libraries of the developed world on the one hand, there has been a significant degree of implementation of automation and networking in special and academic Libraries. But rural Public Libraries are almost wholly dependent on financial resources from State Government for their collection development, infrastructure and human resources and as a result planning for modern tools and IT facilities in Public Libraries has not yet taken place. Despite this, Public Libraries in Karnataka have a major role to play in bridging the "digital divide". 
Chapter - V: Restructuring the Public Library System

Information and communication technologies [ICTs] have the capacity to open up new ways of interactive communication between the citizen, Public Libraries and Civil Society at large. This can be achieved only by proper restructuring of the entire Public Library System with a view to meeting the informational, cultural and leisure need of the underprivileged rural masses. As Ralf B Conant (1967) rightly states that “These Institutions that move with change and maintain a position of relevance to contemporary Problems will fulfil themselves…. Libraries are a facility of increasingly Central importance in a society whose knowledge base provides the vital key to future progress and survival as a civilization. How well libraries adapt their various institutional forms to conditions the capacity of library leaders to identify and interpret relevant trends”.

However, before venturing into restructuring process it is necessary to understand that, as per the constitution of India, the subject “Libraries” form part of the State list whereas Education is part of the concurrent list (No.25). So it is obligatory on the part of State Government to formulate restructuring policy for Public Library service while constituting the experts committee to look into the matter and suggest some of the important sections / areas to be restructured in the interest of the public and to meet the variety of needs of the urban as well as rural masses of the state, keeping in view the following aspects.

- 73 & 74th amendments to the constitution of India which empowered the local bodies, i.e., Municipalities and Gram Panchayats to establish and maintain Public Libraries.
- Unprecedented growth of literacy through the crash programmes like National Adult Education Programme, National Literacy Mission, Total Literacy Campaign, and Education for all etc.
Chapter - V: Restructuring the Public Library System

- Emerging necessity of right to information and right to information acts in force.
- Information explosion in the third world countries.
- Recommendation of the National Knowledge commission, on Public Libraries.
- Lastly to keep pace with the warnings of new technology and new wave of the factors.

5.8 New Structure for the Public Library System of Karnataka

Organising, administering and maintaining a system of Public libraries in a vast area like Karnataka is an onerous task. A smooth and co-ordinated management of a system needs a divisional pattern, where each such division takes care of its needs and pools cumulatively the achievement of each division towards the attainment of its goals. Such a divisional structure has been a process fact in attaining the goals effectively. Based on this principle, a new structure can be suggested for the Public Library system of Karnataka, as shown in the organizational chart below:

- Department of public libraries at the second level, which is headed by the Director, who is responsible for managing the entire public library system. The Director shall be assisted by an office (Directorate) consisting of competent staff.
- State Central Reference is at the apex of the Libraries in the State, headed by the Joint Director comprising the centralized units, State Central Reference Library and Children’s Library.
- Divisional Libraries to be established at five zones of the State i.e., Central Zone, Northern Zone, Southern Zone, Eastern Zone and Western Zone. Each Divisional library shall be headed by the Joint Director. The Divisional Libraries shall
Chapter - V: Restructuring the Public Library System

monitor the respective District Central Libraries and City Central Libraries and their branch libraries under the jurisdiction of a particular Divisional Library.

5.8.1 Technical Libraries

A Public technical Library shall be established at every district head quarters to provide technical information to industries, professionals, agriculturists, etc., of the respective district. This library shall be headed by an Assistant Director.

5.8.2 City Central Libraries

In order to provide information services to the Urban Community, every district headquarter shall consist of a City Central Library, headed by a Deputy Director. Every City Central Library shall have enough number of Branch Libraries, Slum Libraries, Service Stations, and mobile Libraries with a view to providing uniform information services to the scattered urban population.

5.8.3 District Libraries

Every District shall consist of a District Central Library and Taluk Libraries. District Central Library [DCL] shall be headed by Deputy Director and it shall consist of District Central Library sections, Children’s Library, Branch Libraries, Slum Libraries and Mobile Libraries.

5.8.4 Taluka Libraries

5.8.5  Panchayat / Rural Libraries

At the grass root level every Panchayat should have a library to cater the information needs of the rural folk. And for every three Panchayats there shall be community Information Centre.

5.8.6  Library Training and Research Schools

For every District there shall be a Library Training and Research School, headed by a Deputy Director, with an intention to provide regular training to the Library professionals working in different types of libraries and to conduct Seminars, Conferences and Workshops for the professionals. Such training programmes conducted by the school will help the professionals to update their knowledge in various fields like information technology, communication management, etc.
Chapter V: Restructuring the Public Library System

Figure – 2: The proposed new Organizational Structure of Karnataka Public Library System

Ministry of Public Libraries

Department of Public Libraries [Headed by the Director]

Divisional Libraries [Headed by Joint Directors]

SCRL [Headed by Joint Director]

Centralized Units

SCR Library

Children’s Library

City Central Libraries

Technical Libraries

District Libraries

Library Training School & Research

CCL Sections

Branch Libraries

Slum Libraries

Service Stations

Mobile Libraries

District Central Libraries

Taluka Libraries

DCL Sections

Children’s Libraries

Branch Libraries

Slum Libraries

Branch Libraries

Town Libraries

Community Information Centres

Panchayat Rural Libraries

Sections

Branch Libraries

Slum Libraries

Mobile Libraries

Nomadic Libraries
Chapter V: Restructuring the Public Library System

The new suggested organization structure consisting of

- The Ministry of Public Libraries, at the apex headed by an independent Minister, who is supported by the secretariat.

- Department of Public Libraries at the second level, which is headed by the Director, who is responsible for managing the entire public library system. The Director shall be assisted by the Joint and Assistant Directors.

- State Central Reference Library is at the apex of the Libraries in the State, headed by the Joint Director comprising the centralized units, State Cultural Reference Library and Children's Library.

5.9 Restructuring the Qualification Criteria for the Public Library Professionals

As Peter F. Drucker stated that “The managers of our institution are society’s most visible leadership group,” every major social task is being performed in and through large institutions, led by managers. So the staffs or the professionals are the key factor in the execution of the functions in any organization.

The impact of ICT has brought some dramatic changes in the libraries. Public libraries are no exception to this. Therefore, the existing staff and their qualifications, skills, techniques and their competence needs to be enhanced, to cope with the rapid changes, particularly in this IT dominated environment. The existing criteria of qualification to the different cadres and position seem to be insufficient and almost absolute to recruit competent professionals. Hence there is grave need to restructure the qualification criteria for the Public Library system. To render effective services to the clientele, the staff should be very efficient and competent. The fundamental qualities and skills required of Public Library staff can be defined as:
Chapter - V: Restructuring the Public Library System

- The ability to communicate positively with people,
- The ability to understand the needs of users,
- The ability to co-operate with individuals and groups in the community,
- Knowledge and understanding of cultural diversity,
- Knowledge of the material that forms the libraries collection and how to access it,
- An understanding of, and sympathy, with the principles of public service,
- The ability to work with other in providing an effective library service,
- Organizational skills, with the flexibility to identify and implement changes,
- Imagination, vision and openness to new ideas and practice,
- Readiness to change methods of working to new situations,
- Knowledge of information and communication technology.

5.9.1 Staff categories

Along with the existing staff categories, it may be necessary to include new cadres of positions forming a hierarchy in the new organizational structure of the system.

5.9.2 Professional Staff

- Director
- Joint Director
- Deputy Director
- Chief Librarian/Assistant Director
- Librarian
- Semi professional staff
- Assistant Librarian
- Professional Assistants
- Library Assistant
- Library Attender

5.9.3 Technical Staff

- System Analyst
- Computer technician
- Computer operator
5.9.4 Supporting Staff

- Administrative Officer
- Administrative Assistants
- Accounts Superintendent
- Office Superintendent
- Stenographers
- First Division Assistant
- Statistical Assistant
- Second Division Assistant
- Typists/Xerox Operators
- Drivers [Heavy Vehicle]
- Driver [Light Motor Vehicle]
- Binder, Assistant Binder
- Peons
- Attenders
- Night Watchman
- Sweeper-cum-cleaners.
- Provisional must be made to create new posts and designations as and when required and arrangements must be made to fill-up such posts.

5.9.5 Qualification for the Professional Staff

The professional staff includes the Director at the top and the Library assistant at the bottom of the hierarchical structure. The delivery of efficient and effective service depends on the quality and performance of library staff. If the libraries are to be leading information service providers, then the appointment of well qualified and experienced should be a priority. The qualification for different cadres and positions of the professional staff is to be as follows:

Table – 7: Qualifications for different cadres and positions of the professional staff

<table>
<thead>
<tr>
<th>Category of Posts</th>
<th>Minimum qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Director</td>
<td>1. Ph.D. in Library &amp; Information Science awarded by a University established by Law in India.</td>
</tr>
<tr>
<td></td>
<td>2. Master's degree in Library &amp; Information Science and Master's degree in Management of a University established by law in India.</td>
</tr>
<tr>
<td></td>
<td>3. 15 years of working experience as Librarian in a Library recognized by the Government.</td>
</tr>
<tr>
<td></td>
<td>4. Maximum age limit not more 50 year of age.</td>
</tr>
<tr>
<td>Position</td>
<td>Requirements</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| 2. Joint Director     | 1. Should be a holder of Ph.D. degree in Library & Information Science of a University established by law in India.  
2. Master's degree in Library & Information Science of a University established by law in India.  
3. Should have not less than 10 years of experience in a recognized Library as Librarian/Lecturer in Library Science.  
4. Should not be more than 45 years of age. |
| 3. Deputy Director    | 1. Should be a holder of Masters Degree in Library & Information Science of a University established by law in India.  
2. Should have not less than 5 years of experience in a recognized library as Librarian/Lecturer in Library and Information Science.  
3. Should not be more than 40 years of age. Knowledge of Computer and electronic resources is desirable. |
| 4. Assistant Director / Chief Librarian | 1. Should be a holder of Master's degree in Library & Information Science from a University established by law in India.  
2. Must possess 3 years experience as a Librarian in any Library recognized by the Government.  
3. Should not be more than 40 years of age.  
4. Knowledge of Computers and Electronic resources is desirable. |
| * Librarian           | 1. Should be a holder of Master's degree in Library and Information Science from a University established by law in India.  
2. Must possess 1 year experience as a Librarian or 3 years experience as Assistant Librarian in any Library recognized by the Government of India.  
3. Should not be more than 35 years of age.  
4. Knowledge of Computers and Electronic resources is desirable. |
| * Assistant Librarian | 1. Should be a holder of Bachelor's degree in Library and Information Science from a University established by law in India.  
2. Should not be more than 30 years of age.  
Desirable: Knowledge of Computers and Electronic resources. |
| * Library Assistant   | 1. Should be a holder of Diploma in Library and Information Science from a University / College established by law in India.  
2. Should not be more than 28 years of age.  
Desirable: Knowledge of Computers and Electronic resources |
| * Braille Specialist  | 1. Should be a holder of Diploma in Braille studies or any equivalent qualification  
2. Should not be more than 30 years of age. |
Table -8: Qualification for Technical Posts

<table>
<thead>
<tr>
<th>Category of Post</th>
<th>Minimum qualification required</th>
</tr>
</thead>
</table>
| 1. System Analyst        | 1. Should be holder of a degree in Computer or a Master’s Degree in Computer Applications from a University established by law in India.  
2. Should not be more than 35 years of age.  
* Desirable: Experience of work in handling computers in any organization. |
| 2. Computer Technician   | 1. Should be a holder of 3 years Diploma in Computer Science from a Polytechnic College recognized by the Government.  
2. Should not be more than 35 years of age.  
* Desirable: Experience of work in Computer hard ware. |
2. Should not be more than 30 years of age.  
Desirable: Experience in DTP work. |

5.9.6 Qualification for supporting Staff

The qualification for the supporting staff is to be as per the norms and criteria laid down by the Karnataka Public Service Commission (KPSC) for different cadres and posts according to Karnataka State Civil Service, General Recruitment Rules.

The Staff are a vitally important resource in the operation of a Library. Staff expenses normally represent a high proportion of Library’s budget. In order to provide the best possible service to the community, it is necessary to maintain well qualified, trained and highly motivated staff to make effective use of the resources of the Library and to meet the demands of the community staff should be available in sufficient numbers to carry out these responsibilities, properly regulated conditions of employment and salaries that are competitive with other similar jobs.

5.10 Public Library Funding

Adequate levels of funding are crucial to the success of a Public Library System in achieving its goals without suitable levels of funding over the long-term, it is impossible to effective use of available resources. However, at the present context, it is felt that the
library is the only dependable and perennial source of income for library authorities. Suppose, if the Government feels that the library cess is not sufficient to maintain certain standards in services, it must take some bold steps to raise the library fund in the form of special grants and ensure the smooth functioning of the Libraries.

5.10.1 New Options for Sources of Funds

Library professionals need to be open-minded about possible new sources of funding, without surrendering the core values which inspire the service. Options for additional or alternative funding, which will be worth exploring, include:

- **Charging**

  Most authorities already impose charges for elements of the service and there may be scope for broadening this approach and increasing some existing charges. The ethos of the library service will call for protection for the most valuable in society. In addition, the income from charges must be worth collecting and show a genuine profit in the form of quality services to the public.

- **New Public domain providers**

  There are already examples of trusts providing library services, but it is too early to say whether this presages an increase in the number of other organizations providing all or part of the service.

- **Private Sources**

  Private funders of libraries will expect to see a financial return on their investment. In view of this, libraries must protect the part they play in promoting social inclusion. Public/Private partnerships could provide an answer, if both parties can find some common ground as well as meeting their individual objectives. For example, a bookshop and library could share premises with the library remaining free
and the bookshop making profits from sales and absorbing the lion's share of the infrastructure costs. Similarly, a library may be sited within a super market with the same type of result.

- **Increased Community Contribution**

  This could work if the community clearly understands what an offer is and what the commitment is going to be in terms of both finance and people terms. The public authority could make a building freely available to a local community which could supplement this with its own input, perhaps in the form of additional funding from volunteers and voluntary organizations.

- **Joint Funding**

  This clearly needs to be pursued both nationally and locally. Libraries need to prove, the value they can bring at least by attracting visitors to other services with which sharing of premises is being considered. Joint funding should then be seen as meeting community needs and aspirations. A more informed approach from both Central Government and State Government is both likely to be required. Possible examples include joint funding for Adhoc programmes on Information Literacy skills, etc.

  A public library and the services it provides is a long-term investment on behalf of the community, and should be funded appropriately. It is recognized that even in the wealthiest of Societies it may not be possible to provide appropriate levels of funding for every service requirement. It is vitally important, therefore, that service development should be conducted on a planned basis with clear priorities. This process is necessary whatever level of funding is available to the library service. To determine strategic
planning and the maintenance of agreed priorities, written policy statements should be developed for services. They should be reviewed at regular intervals and reviewed whenever necessary.

5.11 Library Building

At present, majority of DCL's, CCL's and their branches are housed in rented buildings or donated buildings. Only a few libraries are having their own departmental buildings. But the situation is very much pathetic, since the majority of libraries are not housed in functional buildings, they are just like warehouses meant for storage of books and other waste materials.

However, a library building should be planned as per the mission, aims and objectives, future needs and user requirements. All basic standards related to ventilation, weight bearing capacity, fittings and cooling, etc., must be strictly considered. The library building should be located at a convenient place and must be approachable to the users. The construction of library building is a very expensive activity. Therefore, the buildings should be so planned that they can take care of growth at least up to 20-30 years.

In general, while planning the library building, the authorities should consider the following elements:

5.11.1 The functions of the Library

The library should have adequate space to implement the full range of library services that are consisted with the library's strategic plan and that meet local area or national standards/guidelines.
Chapter - V: Restructuring the Public Library System

5.11.2 The Size of the Library

The amount of floor space required by a Public Library depends on such factors as the unique needs of the individual community, the functions of the library, the level of resources available, the size of the collection and proximity of other libraries. Because these elements will vary significantly from country to country and from one region to another region, it is difficult to propose a universal standard on the space required for a public library. Therefore, it is better to adopt local standards.

5.11.3 Designated Spaces

In planning the library buildings, the following should be considered for inclusion:

- The library collection including books, periodicals, special collections, sound recordings and video cassettes and other non-print and digital resources.
- Reader seating space for adults and children to use for leisure reading, serious study, group work and one-one tutoring quiet rooms should be provided.
- Out reach services: space should be provided to house special collections and preparation areas for outreach services.
- Staff facilities, including work space (including desks or PC work stations), rest space for eating and relaxing during breaks and meeting rooms where the staff can meet with colleagues and supervisors in private.
- Technology, including public access work stations, printers, CD-ROM stations, copiers, microfilm/ readers, public type writers and facilities for listening to recorded sound special equipment including atlas cases, newspaper racks, self-service book circulation dictionaries, wall-mounted display racks, display stands, filing cabinets, map cases, etc.
Chapter - V: Restructuring the Public Library System

- Sufficient space for ease of circulation by both public and staff. This can be 15% - 20% of public areas and 20% - 25% of staff areas. In larger libraries a café area for the public is a desirable facility.

- Space must be allowed for the mechanical services of the library. Ex. Elevators, heating, ventilation, maintenance, storage of cleaning materials, etc.

5.11.4 Design Features

The library should guarantee easy areas for all users and in particular for persons with physical and sensory disabilities. The following features should be included in planning new libraries:

- The exterior of the library should be well and identified with signs clearly visible from the street.

- The entrance of the library should be clearly visible and located on that part of the building that most users approach.

- The library should focus on eliminating barrier to use.

- There should be no design features that limit the ability of an individual or groups to use any part of the library.

- Care should be taken to avoid steps as much as possible in both interior and exterior design.

- Lighting levels should comply with those stated in international or national standards.

- Libraries that occupy two or more floors should provide elevators that are close to the library entrance and that easily accommodate wheel chairs and child strollers.

- The library should provide facilities for the return of library materials when the library is closed; after hours deposit boxes should be both theft and water proof.
A library should undertake an accessibility audit on a regular basis to confirm that there are no barriers to easy use.

Local, national or international standards on making public library building accessible to the disabled should be followed, where ever possible.

5.11.5 Accessible Shelving

Materials should be displayed on open shelves and arranged at a height with in easy reach for users. All shelving should be adjustable and preferably on lockable wheels so that it can easily be moved.

5.11.6 Sign Posting

The library’s exterior signs not only identify the particular function of the building but are also the library’s must basic form of publicity. Signs should, therefore, be carefully planned to display an appropriate image of the library.

5.11.7 The ambience of the Library

The library should provide a physical setting for the service that is inviting to the public and that provides:

- Adequate space to store and display the library collection.
- Adequate, comfortable and attractive space for the public to make proper and convenient use of the library’s services.
- Sufficient space for the library staff to carry out their duties in an efficient and comfortable setting.
- Adequate space and flexible for the future.
The climate of the library should be maintained at a comfortable temperature by using efficient heating and air conditioning. Humidity control helps to protect the stock as well as increasing the comfort of the library.

5.11.8 Electronic and audiovisual Equipment

As a major function of the public library is to bridge the gap between the information rich and the information poor, it has also to provide access to the necessary electronic, Computer and audiovisual equipment. This will include personal computer with internet access, public access catalogues, microform readers, tape recorders, slide projectors and equipment of the visually and physically handicapped. Wiring should be up-to-date and easily accessible for alterations at a later date. It should also be inspected regularly.

5.11.9 Safety

Efforts should be made to ensure that the library is safe for the public and staff. Smoke and fire alarms should be provided and security protection for staff resources and users. The location of fire extinguishers and emergency exits should be clearly marked. The staff should be trained in first aid, and first aid supplies be made readily available.

5.11.10 Parking

Where users travel to the library in private vehicles there should be sufficient, safe and well parking either at or close to the library with appropriately identified spaces for persons with disabilities.

5.12 Collection Development Policy

The collection in a library plays a very vital role. The image of the library, therefore, depends upon its varied collection of reading and other kindred materials. It is
rightly said that the foundation of the library is its collection. However, as stated before, the collection development policy adopted by Karnataka Public Library system is not impressive, and is very unscientific.

The Public library should provide equality of access to a range of resources that meets the needs of its users for education, information, leisure and personal development. The library should provide access to the heritage of its society and develop diverse cultural resources and experiences. The culture of the local community and society must be reflected in the resource collection. Public libraries must keep abreast of new formats and new methods of accessing information. All information should be as readily available as possible irrespective of format. The development of local information sources and resources is vital. The following categories of library materials may be represented in a typical public library;

- Fiction and non-fiction for adults, young adults and children,
- Reference works,
- Access to data base,
- Periodicals,
- Local, regional and national news papers,
- Community information,
- Government information, including information by and about local administration,
- Business information,
- Local history resources,
- Genealogical resources,
- Resources in the primary language of the community,
- Resources in the minority languages of the community,
- Resources in other languages,
- Music scores,
- Computer games,
- Games and puzzles,
Chapter - V: Restructuring the Public Library System

- Study material, etc.,

And the following formats may be included in the Public Library Collection:

- Books, both hard and soft covers,
- Pamphlets and ephemera,
- Newspapers and periodicals, including cutting files,
- Digital information through the internet,
- Outline databases,
- CD-ROM databases,
- Software programmes,
- Microforms,
- Tapes and compact discs (CD’s),
- Digital versatile disc’s (DVD’s),
- Video cassettes,
- Large print materials,
- Braille materials,
- Audio Visual books,
- Electronic books,
- Posters, etc.

However, the collections complement services, and should not be seen as an end in themselves. Their specified primary purpose is the preservation and conservation of resources for future generation.

5.12.1 Standards for Collection Development

According to IFLA/UNESCO Guidelines for development of the Public Library service, the following proposed standards relate to book collections. Where resources are severally limited, these may be regarded as target figures, and medium and long-term strategies should be developed to work towards achieving these standards in the future.
Chapter - V: Restructuring the Public Library System

➢ As a general guide, an established book collection should be between 1.5 to 2.5 books per capita.

➢ The minimum stock level for the smallest service point should not be 2500 books.

5.12.2 User Services

To be successful in fulfilling its goals, the Public library service must be fully accessible to all its potential users. Any limitations of access, whether deliberate or accidental, will reduce the ability of the public library to fully achieve its primary role of meeting the library and information needs of the community it serves.

The public library has to aim to serve all citizens and groups. An individual is never too young or too old to use a library. The public library has to have the following potential target groups:

• Children
• Young adults
• Adults

5.12.3 Individuals and groups of people with special needs

• People from different cultures and ethnic groups including indigenous people,
• People with disabilities, ex, blind and partially sighted, hearing impaired,
• House bound people,
• Institutionally confined people, ex, in hospitals, prisons, etc.,

5.12.4 Institution within the wider community network

• Educational, cultural and voluntary organizations and groups in the community.
• The business community.
• The governing body of the parent organization e.g. Local authority, etc,
5.12.5 Analysing needs within the Community

It is important to establish who uses and who does not use the library service. It is also necessary to collect and analyse the data that identifies these needs of individuals and groups within the community that can’t be by the public library.

5.12.6 Services to Users

The services of the library should not be subject to any form of ideological, political, religious or commercial pressure. Services must be able to adjust and develop to reflect changes in society, for example, variations in family structures, employment patterns, demographic changes, cultural diversity and methods of communication. They should take account of traditional cultures as well as new technologies.

Public libraries provide a range of services both within the library and in the community to satisfy the users needs. The library should facilitate access to its services for all including those who have difficulty in reading print. The following services, which should be easily accessible to the user in a variety of formats and media, should be provided:

- Loan of books and other media,
- Provision of books and other materials for use in the library,
- Information services using print and electronic media,
- Reader’s advisory services including reservation service,
- Community information services,
- User education including support for literacy programmes,
- Programming and events.

5.12.7 Services to Children

By providing a wide range of materials and activities, public libraries provide an opportunity for children to experience the enjoyment of reading and the excitement of
discovering knowledge and works of the imagination. Children and their parents should be taught how to make the best use of a library and how to develop skills in the use of printed and electronic media.

Public libraries have a special responsibility to support the process of learning to read and to promote books and other media for children. The library must provide special events for children such as story telling and activities related to the library services and resources. Children should be encouraged to use the library from an early age as this will make them more likely to remain library users in future years.

5.12.8 Services for Young People

Young people between childhood and adulthood develop as individual members of society with their own culture. Public libraries must understand their needs, and provide services to meet them. Materials, including access to electronic information resources that reflect their interests and culture, should be provided.

5.12.9 Services for Adults

Adults will have different requirements of an information and library service related to the variety of situations they will encounter in their studies, employment and personal life. These requirements should be analysed and services be developed on the outcome of that analysis. They should include support for:

- Life long learning,
- Leisure time interests,
- Information needs,
- Community activities,
- Cultural activity, and
- Recreational reading.
5.12.10 Information Services

The rapid development of information technology has brought a vast amount of information within reach of all those with access to electronic media. Information provision is the key role of Public library, and the ways in which information can be collected, accessed and presented have changed radically in recent years. The Public library must:

- Provide access to information at all levels,
- Collect information about the local community, making it readily accessible, often in co-operation with other organizations,
- Training people of all ages in the use of information and the associated technology,
- Guiding users to the appropriate information sources,
- Provide opportunities for disabled people to have independent access to information,
- Acting as a gateway to the information world by making it accessible to all thus helping to bridge gap between the information rich and the information poor.

5.12.11 Community Information Services

The Public library should be at the centre of the community, if it is to play a full part in its activities. It should, therefore work with other groups and organizations in the community. This will include departments of Government and local self Government, the business community and voluntary and cultural organizations. An analysis of the information needs of these bodies should be conducted, and services be provided to meet these needs. This will not only help the organizations involved but will also demonstrate, in practical way, the value of the public library to people in the community who are likely
to have some influence on the future of the library service, for instance, to provide an information service to local Government, politicians and staff, by giving a practical demonstration of the value of public library.

5.12.12 Services to Special user Groups

Potential users, who are sometimes unable to use the regular services of the library, have a right to equal access to library services. The library should, therefore, establish a way of making library material and services accessible to these users. These may include:

- Special transport Ex: Like mobile libraries, book-boats, and other form of transport to serve these living in isolated areas,
- Services taken to the home of those people who are housebound,
- Services taken to factories and industrial premises for employees,
- Special equipment and reading materials for those with impaired and sensory disabilities, e.g., Hearing impaired and impaired people (i.e., Braille literature and speech synthesizers),
- Special materials for people with learning difficulties, e.g., easy to read materials and cassettes,
- Services for immigrants and new citizens to help them to find their way within a different society and to provide access to media of their native culture.
- Electronic communication, e.g., internet catalogues.

5.12.13 Promotion of Reading and Literacy

The Public libraries should support activities that will develop reading and writing and also the basic techniques needed for making use of new communication systems. The
Chapter - V: Restructuring the Public Library System

Public libraries must support other institutions that are combating illiteracy and promoting competence which can be achieved by:

- Promoting reading.
- Providing appropriate materials for those with poor literacy skills.
- Working with other agencies in the community involved in combating illiteracy and improve numeracy.
- Promoting and providing training in the use of computer technology.
- Helping people to find the information they need in the appropriate format.
- Co-operating with teachers, parents and other contact persons to help new citizens acquire the necessary educational skills that will help them to manage their lives in the new context.

5.12.14 User Oriented Policies and User Care

The Public library should have a positive policy for users. This means ensuring that in all policy planning, design of libraries and systems, preparation of operational procedures and drafting of information and publicity material a positive effect on the user should be a prime objective.

The following elements should be included in a user care policy:

- The image projected by all libraries must be neutral and objective,
- The Staff should be courteous, friendly, respectful and helpful at all times,
- There should be a regular programme of staff in user care,
- All staff should receive basic awareness training on providing assistance to people with disabilities or from ethnic minorities,
- Library services should be properly planned adequately prepared and reliable,
Library opening should be convenient for the users,

Open public access catalogues should be made available online so that the users can access services from home and outside opening hours,

There should be efficient renewal and reservation services,

Users should receive a response in the shortest possible time,

Equipment should be provided to make library use convenient, e.g., Drop-in boxes for returning materials out of hours, self service issue and return equipment in the library, answering machines for communicating with the library out of hours.

All printed information about services should be available in appropriate alternative formats e.g., Large print, tape and other electronic media.

Information KIOSKS should be provided to all the branch libraries particularly in the rural areas for the benefit of rural

5.12.15 Users Involvement

Users should be involved in service development. This can be realized:

- By asking them through surveys what services they use and require,
- By analyzing and responding to user’s complaint,
- By monitoring user’s reaction to services and new initiatives,
- By ensuring the input received from users and considering them for development of policy and procedures,
- By providing feedback to users about the effects of their input on service development,
- By providing suggestion boxes and complaints and recommendations procedures.
Library Co-operation and Resource Sharing

The service to the community is enhanced when libraries develop links for exchanging information, ideas, services, and expertise. Such co-operation results in less duplication of service, a combining of resources for maximum effect and overall improvement in community services.

The library should establish formal links with other organizations in the local community, for example, schools, colleges, cultural institutions such as numerous galleries and archives, literacy programs, chamber of commerce, and board of trade. The links should be used to co-ordinate the resources and efforts of each partner and thereby jointly improve services to the community.

Resource Sharing

It is a known fact that no collection can contain all the materials that can satisfy the needs of all its members or the public it serves. Libraries, therefore, can greatly enhance services to their users by providing them with access to the collections of other libraries. Libraries can participate in resource sharing schemes at any level, local, regional, national, and international involving libraries of wide range organizations with information resources.

User Education

The public libraries should help its users develop skills that will enable them to make the most effective use of the library’s resources and services. Library staff must act as information navigators to help users of all ages to make the most effective use of information and communication technology, and programmes of user education should be developed. As the new technologies become more commonly available, the role of the
public library both in providing access to these technologies and in helping people learn how to make best use of them is of vital importance.

Regular programmes, like library orientation, guided tours of the library should be organized to introduce people to the library building and services and how to use its tools, for example, catalogues and classification. These programmes should be carefully planned according to the needs of those who are taking part in them.

5.12.19 Service Outlet and Opening Hours

Public library service outlets should be located for the maximum convenience of the community. If possible, they should be near the areas of community activity like commercial centres, schools, colleges, shops, cultural centres, etc. The outlets should be highly visible and easily reached by foot, public transport where available or by private vehicle. And the with a view to provide the best possible occurs to the library service the library must be open at times of maximum convenience to these who live work and study in the community.

5.12.20 Public Library Networking

Public libraries are instruments of equal opportunity and must provide a safety not against alienation and social exclusion from technological advance by becoming the electronic door way to information in the digital age. They should enable all citizens to have access to the information that will enable them to manage their activities at the local level, to acquire essential information about the democratic process and to participate positively in an increasingly global society.

Public library system in Karnataka must develop suitable networking model components with its objectives, functions, services, etc., since it is considered to be one of
Chapter - V: Restructuring the Public Library System

the largest public library systems in the country. The objectives of the network should be to:

- Facilitate access to information and library materials for wider audience especially in rural areas,
- Facilitate effective bibliographic control at the state level (preparation of union catalogue of library materials) and use of information generated in and outside the state,
- Enhance the nature, quality and types of services,
- Encourage the exchange of information between libraries operating in the State with the help of Information and communication Technology,
- Achieve standardization among libraries through the adoption of standard bibliographic tools and services,
- Establish digitization units at the State, district and divisional levels for preservation of cultural heritage materials, etc.

5.12.21 Nodal Hub

Networking of Public Libraries requires a nodal hub from where the network can operate. Hence, the State Central Library at Bangalore should be the main nodal hub which must consolidate the technological infrastructure. In this context, Five Divisional Libraries located at the North, South, East, West and Central regions should act as the nodal centres for other District Central Libraries and City Central libraries in their respective divisions.

5.13 Proposed Network Model for KPLS

The fig. 3 and fig.4 show the structure and proposed network model for KPLS. The model would facilitate easy and direct access to information from the central
Chapter - V: Restructuring the Public Library System

bibliographical databases housed at the nodal hub. The Divisional libraries (nodal centres) shall also interact mutually for enhancing of the required information. Participating libraries can establish link with the divisional libraries (nodal centres) to access the resources.

Figure – 3: Proposed Network Model for KPLS
Chapter V: Restructuring the Public Library System

Figure 4: Structure of the proposed Network Model for KPLS

The proposed network model shall consist of centrally located computer configuration with bibliographic databases of all the participating libraries collection of various types, also supported by technical supervision and user services unit. The participating public libraries can directly access the bibliographic databases of divisional libraries (nodal centres) as well as the main hub at the State Central Library. Further, this network can be extended to all the other branch libraries and rural Village Panchayat Libraries. This is how the modern Public Libraries can make use of the ICT and electronic information to provide efficient, effective information services to the citizens to keep them abreast and well informed about the developments in their respective field of interests.
Chapter - V: Restructuring the Public Library System

5.14 Restructuring the Act

5.14.01 Objectives

The following shall be the objectives of the New Public Library System:

1. To enable the citizens to translate into reality the truth contained in the dictum. ‘Reading and Information are our Birthright’, in as free and easy a manner as possible;

2. To ensure the availability of Library and Information service to every citizen, according to his or her need, recognizing libraries as National resource centres for the transfer of information and knowledge and as agents of fostering friendship and mutual understanding among the nations of the World;

3. To keep the electorate enlightened, or through the potent instruments of educational institutions, which libraries truly are, realizing that for the success of democratic experiment and enlightened electorate is a sine qua non;

4. To provide books (for the literates) and other forms of documents such as audio-visual aids (for the illiterates), fully realizing that books, etc., are the “Daughters of Democracy”;

5. To ensure suitable and efficient library and information services to all the citizens in a time-bound manner, utilizing all means of communication-manuscripts, print and non-print, electronic etc., and the modern information technology devices;

6. To ensure sufficient regular flow of funds for the maintenance and further development of library and information services;

7. To ensure adequate resource sharing at all levels of the System;

8. To ensure the existence of a full-blooded publishing and communication industry, which can promote and enrich public libraries, which truly are the Peoples’ Universities; and
9. To give encouragement to the book trade, recognizing it as the most fundamental service of the public.

5.14.02 State Public Library System
5.14.02.1 Organization of State Public Libraries

The State Public Library system shall be managed by different library authorities and committee.

There shall be an overall supreme governing body known as the 'State Public Library Authority', whose span of activity and control covers the entire State Public Library System.

The State Library Authority shall be supported by the Regional Divisional Library Authorities, City Library, District Library Authorities, Taluka Library, Town Library and Grama Panchayat Library Committee.

The library network shall have Online Information Access Centre for every cluster of 1000 population, and full-fledged Library Service Centres, for a population cluster of 25,000 persons in urban areas. Each of the authorities, though having autonomous jurisdiction with in its population cluster, shall have an overall conformity with the State Public Library Authority's policies, programmes and regulations.

The Public libraries shall be managed by an administrative and professional management system. All the libraries in this system shall be connected by telecommunication networks, having computer-assisted data bases and services. All forms of electronic data communication shall be integrated in this service.
5.14.03 The Department of Public Library and Information Services

5.14.03.1 Constitution

The Department of Public Library and Information Services of the State Government shall be responsible for organization, management and maintenance of the Public Library network in the State.

5.14.03.2 Composition

The Department of Public Libraries shall have a Director as its Chief Executive Officer. The DPL shall be a major department on a par with the other Govt. departments. The Director’s status shall be equal in ranking to that of a Secretary of the State Government. The Director of the Public Library and Information Services shall be the overall in charge of the Public Library System of the State.

5.14.03.3 Functions and Powers

The Department of Public Library and Information Services shall:

1. Be responsible for the establishment, development and maintenance of Public Library System in Collaboration with the Public Library Authorities. The department shall acquire, organize and service the documents and other kinds of library materials for use by public;

2. Frame rules and regulations and provide services to the public;

3. Recruit, develop and promote the cadre of ‘Public Library Service’ as a part of major department of the State Government;

4. Organize work audit for transparency of the working of the Public Library System;

5. Promote and establish the Public Library Service in order to achieve the purposes of this Act;
6. Supervise and direct all matters relating to Public Library System in the State and promote its services;

7. Maintain State Registry of Libraries and Librarians;

8. Consolidate the Review Committee recommendations and act accordingly;

9. Set time bound programmes and develop in-built mechanisms for the liberalizations of the State;

10. Superintendent, direct and deal with the exercise of powers and the performance of duties by Local Library Authorities under this Act;

11. Ensure the proper utilization and control of the library funds and library manpower at various levels;

12. Conduct user surveys at regular intervals;

13. To organize user education programmes at regular intervals;

14. Arrange preparation and publication of annual administration and technical reports;

15. Prepare work manuals to help library staff to achieve uniformity in proving library service;

16. Properly in each of the constituent libraries;

17. Ensure provision of continuing education programmes to the library staff at all levels;

18. Establish and supervise training and research centres in each of the Region to provide in service training to the library staff;


20. Carry out the recommendations of the State Public Library Authority;
21. Give recognition to the libraries for the Government Aid;

22. Supervise, direct and deal with all matters relating to the Press Registration of Books Act, 1867 (Central Act 25 of 1867) and maintain and manage the State Copyright Library; and

23. Perform such other duties and exercise such other powers as are imposed or conferred or assigned by this Act or the rules made thereunder.

5.14.03.4 State Library Service

1. Notwithstanding anything contained in any other law, all posts in the Department of Public Libraries, State Central Reference Library and every Local Library Authority shall be filled by appointment of persons belonging to the State Public Library Services.

2. State Public Library Service shall consist of Director, other officers and such other classes and categories of posts as the State Government may determine from time to time. All members of the said service shall be Government servants, and their recruitment and conditions of service shall, subject to the provisions of Article 309 of the Constitution be regulated by such rules as may be prescribed.

3. The salary, allowances, gratuity, pension and other benefits of the members of the State Library Service shall be met from the Consolidated Fund of the State.

5.15 Authorities and Committees

5.15.01 The State Public Library Authority

5.15.01.1 Constitution

The State Government shall, by notification, constitute for the purpose of this Act, a body called the State Public Library Authority. Such an Authority shall be a body corporate, having perpetual succession and a common seal with power, subject to the
Chapter - V: Restructuring the Public Library System

provisions of this Act, to acquire hold and dispose of property and to contract and may by the same name sue and be sued.

The State Public Library Authority shall consist of:

1. Minister for Libraries, who shall be the ex-officio Chairman of the Authority,

2. Four persons elected by the Legislative Assembly from among its members, of whom one at least shall be a woman,

3. Two persons elected by the Legislative Council from among its members of whom one at least shall be a woman,

4. Two persons elected by the Syndicate of different Universities in the State by rotation to be nominated by the Government, of whom one shall be a woman,

5. The President of the State Library Association or his nominee,

6. Four persons (one each elected by the Regional Public Library Authority) of each of the Divisional of the State, of whom one at least shall be a woman,

7. One person elected by the City Library Authorities by rotation,

8. One person elected by the District Library Authorities by rotation,

9. Three persons (one each) elected by any three of the Taluka Public Library Committees by rotation, of whom one at least shall be a woman,

10. Two persons (One each) elected by at least by two Town Library Committees by rotation, of whom one shall be a woman,

11. Three persons (one each) elected by at least three Gram Panchayat Public Library Committees by rotation, of whom one shall be a woman,

12. Three persons who are experts in Library and Information Science, nominated by the State Government, of whom one shall be a woman,
Chapter - V: Restructuring the Public Library System

13. Four persons, each to represent literary and cultural, legal, medical, social, industrial and business organizations nominated by the State Government, of whom one shall be a woman,

14. The Secretary to the Education Department of the State Government,

15. The Deputy Secretary of the Finance Department of the State Government,

16. The Director of Public Libraries in the State shall be the ex-officio Member-Secretary,

17. The subordinate officer of the Director shall attend the meetings as a special invitee,

18. One of the officers in charge of Divisional Library shall attend the meetings as a special invitee by rotation.

5.15.01.2 Powers and Functions

The State Public Library Authority shall:

1. Be an apex body that governs all aspects of the Public Library System and services;

2. Develop Public Libraries throughout the State in a time bound manner and shall act as an ultimate authority on all public library matters;

3. Formulate policies, programmes for developmental activities and implementation processes related to public libraries, helpful to the public of the State;

4. Develop standards and guidelines for the state wide application in all public libraries. It shall provide overall regulations for organization of public library services within the state without jeopardizing essential requirements of the other constituent authorities of the State;

5. Shall formulate standards for financial provisions to be made from the State exchequer;
6. Provide system regulations, administrative structure for efficient audit for its provisions and services, compilation of annual reports, audited statements of accounts, developmental plans and budget proposals;

7. Possesses power to constitute an Executive Committee, from among its members, which may meet every month to monitor the working of the Department;

8. Have the power to constitute the special committees to look after the functioning of the State Central Reference Library, the State Library for the Children, the State Public Technical Library, Finance Committee, Book Selection Committee, Public Relations Committee, etc., as and when necessary;

9. Have the power to interact with the State Planning Bureau, The Pustaka Pradhikara, The Publishers and Book Sellers Association, and similar other bodies, as well as other departments of the Government Organizations with a view to achieving objectives of this Act;

10. Review the progress made by the Department of Public Libraries in the implementation of the provisions of this Act and evaluate the performance of the Department;

11. Monitor the working of the Local Library Authorities and Committees;

12. Recommend to the State Government, amendments/additions to the provisions of the Act, as and whenever found necessary;

13. Consider and approve the annual reports and the budget proposals of all the Local Library Authorities;

14. Scrutinize and approve development plans submitted by the Local Library Authorities and their units;

15. Examine the inspection reports and suggest remedial measures, wherever necessary;
16. Supervise, direct and deal with all matters relating to the Press and Registration of Books Act, 1867 (Central Act 25 of 1867);

17. Draw up plans to establish contact and cultural libraries and information centres in different states of India;

18. Encourage establishment of association of friends of libraries throughout the State, to make the Library Movement a Peoples' Movement;

19. To hold quarterly meeting: a) if necessary to convene special meetings; b) at all meeting two-fifth of the total number of members of the authority shall form the quorum; and c) in the absence of the President, the members present shall choose one from among themselves to preside over the meetings;

20. Perform such other duties and exercise such other powers imposed or conferred or assigned by the Act or the rules made there under; and

21. Perform such other functions as found necessary to promote the Library Movement in the State.

5.15.02 Local Library Authorities

5.15.02.1 Divisional Public Library Authority (Reg. PLA)

5.15.02.1.1 Constitution

All the Revenue Divisions of the State shall have a Divisional Public Library Authority. The Authority shall be responsible for implementing policy, programmes and regulations for Public Libraries within the concerned Division. However, it will take cognizance of the needs of autonomy of the District Public Library Authorities, City Public Library Authorities, Taluka Public Library Committees, Town Public Library Committees and Gram Panchayat Public Library Committees within its jurisdiction.
Chapter - V: Restructuring the Public Library System

5.15.02.1.2 Composition

Every Divisional Public Library Authority shall consist of:

1. The Divisional Commissioner of the Division, who shall be the ex-officio Chairman of the Authority.

2. Two members of the Legislative Assembly elected from any of the Constituencies of the Division, nominated by the State Government, of whom one shall be a woman.

3. Two members nominated from any two District Library Authorities, by rotation falling with in the jurisdiction of the Division.

4. Two members nominated from any two Taluka Library Committees, by rotation, falling with in the jurisdiction of the Division, of whom one shall be a woman.

5. One member of the Town Public Library Committee nominated by the Government on rotation basis.

6. Two members nominated from any two Gram Panchayat Library Committees, by rotation falling with in the jurisdiction of the Division, of whom one shall be a woman.

7. Two members who are Library and Information Science experts nominated by the State Government of whom one shall be a woman.

8. Two members from the Syndicate of the Universities, located in the Division, of whom one shall be a woman.

9. The Joint Director of the Public Instructions of the Division.

10. One member representing the State Library Association, nominated by the State Government within the division.

11. The Joint Director of the Regional Library of the Division shall be the ex-officio Member-Secretary.
Chapter V: Restructuring the Public Library System

12. One Officer in-charge of the District Public Libraries falling within the jurisdiction of the Division shall, by rotation be invited to attend the meeting.

5.15.02.1.3 Powers and Function of the Divisional Public Library Authority

The following shall be the powers and functions of the Divisional Public Library Authority:

1. To formulate developmental plans of the libraries in the Division and send them to the State Public Library Authority for ratification,
2. To direct and control administrative and organizational matters of the Divisional Public Library and the other libraries in the Division,
3. To provide infrastructural facilities for the libraries in the Division such as building, furniture, equipment, etc.,
4. To provide Library and Information Service to the Urban and rural areas by establishing variety of libraries at various levels within its jurisdiction,
5. To enlist the support of governmental and non-governmental organizations, to promote and strengthen the library movement in the division,
6. To compile the annual reports and the budget proposals for the Division,
7. To provide the latest information technology facilities to the libraries, such as Computers, CD-ROM Drives, e-Mail, Internet, etc.,
8. To arrange meeting with the readers, authors, books sellers and publishers in the Division with a view to enriching the library collection and services,
9. To constitute sub committees such as Executive Committee, Finance Committee, etc.,
10. To hold quarterly meetings for the above purposes and, if necessary, convene special meetings,
11. Two-fifths of the total number of members shall form the quorum,

12. In the absence of the Chairman, the members present shall choose one from among themselves to preside over the meeting, and

13. To perform such other duties and functions as may promote the objectives of this Act.

5.15.02.1.4 Functions of the Divisional Public Library Authority

1. To serve as a Divisional Reference library on par with the State Central Reference Library. It shall also function as the heritage library of the Region,

2. To provide proper library and information services to all the users,

3. To extend reference, bibliographical and lending services in libraries within the Division,

4. To initiate inter-library co-operation among the other public, academic and special libraries within and outside the Division,

5. To organize conferences, seminars and refresher courses for library professionals and other library workers of the Division,

6. To organize extension activities like Debate, Quiz, Drama, Puppetry, Janapada Mela, etc., especially for the benefit of the school children and disadvantaged,

7. To obtain and collect all the relevant data pertaining to the public libraries in their Division for compilation of annual and adhoc reports by the Divisional Library Authority,

8. To establish a library training and research centres,
Chapter - V: Restructuring the Public Library System

5.15.03 The City Public Library Authority (CPLA)

5.15.03.1 Constitution

Each of the cities having population of more than one lakh, as the State Government by notification may specify, shall have a Library Authority called the City Public Library Authority.

5.15.03.2 Composition

Each of the City Public Library Authority shall consist of:

1. The Mayor of the City or President of the City Municipal Corporation who shall be the ex-officio Chairman of the CPLA,
2. Two corporators nominated by the City Municipal Corporation, of whom one shall be a woman,
3. One Principal of the first grade college within the CMC jurisdiction,
4. One Head Master / Mistress within the CMC jurisdiction,
5. Two noted literary personalities within CMC jurisdiction,
6. One Library and Information Science expert nominated by the City Municipal Corporation,
7. One activist in Women’s and children’s movements, preferably a woman, nominated by the City Municipal Corporation,
8. One member of the City Branch of the State Library Association nominated by the City Municipal Corporation,
9. One person representing business and industry nominated by the City Municipal Corporation, and
10. The officer in-charge of the City Public Libraries shall be the ex-officio Member-Secretary.
5.15.03.3 Powers and Function of the CPLA

The following shall be the powers and functions of the CPLA:

1. To formulate developmental plans for establishing and supporting the City Public Library System and send them to the State Library Authority for ratification,

2. To establish, organize and supervise public library system and send them to the State Library System in the cities starting from the City Central Library with several branches, slum areas and service centres in a network format,

3. To arrange for mobilizing funds to be allocated for acquisition of books, periodicals and other non-book materials including audio-visual and electronic media,

4. To enlist the support of Governmental and Non-Governmental organizations to promote and strengthen the library movement in the city,

5. To compile annual reports and budge proposals,

6. To provide the latest information technology facilities to the libraries in the City such as Computers, CD-ROM Drives, E-Mail, Internet, etc.,

7. To arrange meetings with readers, authors, book sellers and publishers, in the library with a view to enriching library services,

8. To provide for Mobile Public Library Services within the City to reach where library services are not provided,

9. To have power to constitute sub-committees like Executive Book Selection, Finance Committee, etc.,

10. To meet in a quarter and if necessary, to hold special meeting,

11. Five members shall constitute the quorum,
Chapter V: Restructuring the Public Library System

12. In the absence of the Chairman, the members present shall choose one from among themselves to preside over the meeting.

5.15.04 District Public Library Authority (DPLA)

5.15.04.1 Constitution

For each revenue district, excluding the area for which a City Public Library Authority is constituted, there shall be an authority called the District Public Library Authority. The purpose of a District Public Library Authority is to promote Public Library Services within the District. It should be able to persuade the Taluka and The Town Municipalities and Gram Panchayats to constantly improve the library services to the public.

5.15.04.2 Composition

The District Public Library Authority shall consist of:

1. The Chairman of the Zilla Parishad who shall be the ex-officio Chairman of the DPLA,

2. Two persons elected from among its members by the Zilla Parishad, of whom one shall be a woman,

3. The District Educational Officer/ the Deputy Director of Public Instructions,

4. One person elected from among its members by each Municipal Council, or other Municipal Bodies, in the District by rotation,

5. One member who is an expert in the field of Library and Information Science, nominated by the State Government,

6. One Principal of the first Grade College within the district,

7. One Head Master / Head mistress of the high school within the district,
Chapter - V: Restructuring the Public Library System

8. One member of the District Branch of the State Library Association nominated by the Zilla Parishad,

9. One woman, social worker, nominated by the Zilla Parishad,

10. One academician/Litterateur nominated by the Zilla Parishad,

11. One member from the Panchayats nominated by the respective Panchayat by rotation,

12. Two agriculturists /farmers nominated by the Zilla Parishad,

13. The officer in-charge of the District Public Libraries shall be ex-officio Member-Secretary,

5.15.04.3 Powers and Functions of the DPLA

The following shall be the powers and functions of the DPLA

1. To formulate developmental plans for establishing and supporting the District Public Library System and send them to the State Library Authority for ratification,

2. To establish, organize and supervise public libraries with several branches, slum areas and service centers in the District in a network format,

3. To arrange for mobilizing funds to be allocated for acquisition of books, periodicals and other non-book materials including audio-visual and electronic media,

4. To enlist the support of Governmental and Non-Governmental Organizations to promote and strengthen the library movement in the District,

5. To compile annual reports and budget proposals,

6. To provide the latest information technology facilities to the libraries in the District such as Computers, CD-ROM Drives, E-Mail, Internet, etc.,
7. To arrange meetings with readers, authors, book sellers and publishers, in the library with a view to enriching library services,
8. To provide for Mobile Public Library Services within the District and arrange to reach places, where Library Services are not provided,
9. To settle disputes and resolve problems between various branches within the jurisdiction of the District,
10. To have power to constitute sub-committees like Executive Book Selection, Extension activities, Finance Committee, etc.,
11. To meet in a quarter and if necessary, to hold special meetings,
12. Five members shall constitute the quorum, and
13. In absence of the Chairman, the members present shall choose one from among themselves to preside over the meeting.

5.15.05 The Taluka Public Library Committee (TPCL)
5.15.05.1 Constitution
For each revenue Taluka in a district, excluding the area for which either a City Public Library Authority or a District Public Authority, is constituted, there shall be a committee called the Taluka Public Library Authority.

5.15.05.2 Composition
The Taluka Public Library Committee shall consist of:
1. The President of the Taluka Municipal Council who shall be the ex-officio Chairman,
2. Two members representing the Municipal Councils in the Taluka, nominated by the President on the basis of rotation, of whom one shall be a woman,
Chapter - V: Restructuring the Public Library System

3. One member who is an expert in the field of Library and Information Science, nominated by Dy. Director of Public Libraries of the district,

4. Block Education Officer of the Taluka,

5. One noted literary person nominated by the Taluka Public Library Authority,

6. One member of the Local Branch of the State Library Association nominated by its Executive Council of the Association,

7. One woman to represent women and children association in the jurisdiction of the Taluka, nominated by the Taluka Public Library Authority,

8. Two representatives from Gram Panchayats by rotation, of whom one shall be a woman, both nominated by the Taluka,

9. Two agriculturists/ farmers nominated by the Taluka Municipal Council, and

10. The officer in-charge of the Taluka Public Libraries shall be ex-officio Member-Secretary.

5.15.05.3 Powers and Functions

The following shall be the powers and functions of the TPLA:

1. To formulate developmental plans for establishing and supporting the Taluka Public Library System, and send them to the State Library Authority for ratification approach,

2. To establish, organize and supervise public libraries with branches, slum and nomadic areas, and service centres in the Taluka in a network format,

3. To arrange for mobilizing funds to be allocated for acquisition of books, magazines and other non-book materials, including audio-visual and electronic resources,
Chapter - V: Restructuring the Public Library System

4. To enlist the support of Governmental and non-Governmental organizations to promote and strengthen the library movement in the Taluka,

5. To compile annual report and budget proposals,

6. To provide the latest information technology facilities to the libraries in the Taluka, such as Computers, Internet, etc.,

7. To arrange meetings with readers, authors, book sellers and publishers, in the Taluka, with a view to enriching and enhancing the library services to the public,

8. To settle disputes and resolve problems between various branches within the jurisdiction of the Taluka,

9. To provide for Mobile Public Library Services within the Taluka and arrange to reach places, where Library Services are not provided,

10. To arrange quarterly meetings and if necessary to hold special meetings,

11. Five members shall constitute the quorum, and

12. In absence of the Chairman, the members present shall choose one from among themselves to preside over the meeting.

5.15.05.4 Functions of the Taluka Public Library Authority

The following shall be the functions of the Taluka Public Library Authority:

a. To serve as the heritage library of the Taluka,

b. To provide for infrastructural facilities for the libraries in the Taluka, such as lands, buildings, furniture, equipment, etc.,

c. To provide proper Library and Information Services to all the users, including women, illiterates, children, farmers and the disadvantaged,

d. To extend reference and lending services to the users of the library,

e. To lend support to the literary, cultural and other constructive activities,
Chapter - V: Restructuring the Public Library System

f. To arrange for lectures by eminent people on days of Local and National importance,
g. To organize book exhibitions on significant events during the year,
h. To obtain and collect all the relevant data pertaining to the Public Libraries in the Taluka for compilation of annual and adhoc reports by the Taluka Library Authority,
i. To organize extension activities like drama, dance, sports, painting, music story hours, especially for the benefit of the school children, illiterates and the disadvantaged,
j. To conduct orientation programme for new members.

5.15.06 The Town Public Library Committee (TOPLC)

5.15.06.1 Constitution

For each of the major town in a Taluka, declared such as by the State Government with a population of more than 10,000 there shall be a Town Public Library Committee.

5.15.06.2 Composition

The Town Public Library Committee shall consist of:

1. The President of the Town Municipal Council, who shall be the ex-officio Chairman,
2. Two members of the Town Municipal Council, nominated by the Town Municipal Council, of whom one shall be a woman,
3. One member who is an expert in the field of Library and Information Science, nominated by the Town Municipal Council,
4. One Literary person nominated by the Town Municipal Council,
5. One member of the Town Branch of the State Library Association nominated by its Executive Council,

6. One woman representative, nominated by the Town Municipal Council,

7. One agriculturist/farmer nominated by the Town Municipal Council, and

8. The officer in-charge of the Town Public Libraries shall be ex-officio Member Secretary.

5.15.06.3 Powers and Functions

The following shall be the powers and functions of the TOPLC:

1. To function as the managing body of the Town Public Library,

2. To provide infrastructural facilities to the Town Public Library to operate with in the jurisdiction of the town,

3. To take responsibility for the acquisition of documentary and communication resources required by the users,

4. To develop branch libraries within its jurisdiction,

5. To mobilize resources for purchase of documents, furniture, equipment, buildings, communication facilities, etc., required for facilitating the library and information services to the users,

6. To arrange quarterly meetings and if necessary hold special meetings for above purposes,

7. Five members shall constitute the quorum,

8. In the absence of the Chairman, the members present shall choose one from among themselves to preside over the meeting.

5.15.06.4 Functions of the Town Public Library

The following shall be the functions of the Town Public Library:
Chapter - V: Restructuring the Public Library System

a. To serve as the heritage library of the Town,
b. To provide for infrastructural facilities for the branches and services centres,
c. To provide proper Library and Information Services to all the users, including women, illiterates, children, farmers and the disadvantaged,
d. To arrange for lectures by eminent people on days of Local and National importance.
e. To organize book exhibitions on significant events during the year,
f. To organize extension activities like drama, dance, sports, painting, music, story hours, especially for the benefit of the school children and the disadvantaged,
g. To lend support to the literary, cultural and other constructive activities,
h. To perform any other function aimed at implementing the objectives of the Act.
i. To obtain and collect all the relevant data pertaining to the Public Libraries in the Town for compilation of annual and adhoc reports by the Town Public Library Committee,
j. To conduct orientation programme for new members.

5.15.07 The Gram Panchayat Public Library Committee (GPPLC)

5.15.07.1 Constitution

Every Gram Panchayat shall have a Gram Panchayat Public Library Committee, which shall be responsible for the provision of Public Library Service to its resident population.

5.15.07.2 Composition of GPPLC

The Gram Panchayat Public Library Committee shall consist of:

1. The Chairman of the Gram Panchayat who shall be the ex-officio Chairman,
Chapter - V: Restructuring the Public Library System

2. Two members of the Gram Panchayat, nominated by the Panchayat Chairman, of whom one shall be a woman,

3. One woman to represent women and children association, in the jurisdiction of the village, nominated by the Gram Panchayat,

4. The Head Master/Head Mistress of the village school nominated by the Gram Panchayat,

5. Two farmers/agriculturists nominated by the Gram Panchayat, and

6. The officer in-charge of the Gram Panchayat Public Library, who shall be the ex-officio Member-Secretary,

5.15.07.3 Powers and Functions of GPPLC

The following shall be the powers and functions of the GPPLC:

1. To function as the governing body of the Gram Panchayat Public Library,

2. To suggest policy guidelines for development of its Public Library System,

3. To provide infrastructural facilities for the Gram Panchayat Public Library, like furniture, building, etc., facilities required to provide library services,

4. To arrange the meetings of the public with the library staff to improve the library services,

5. To co-ordinate its developmental activities with the District Library Authority and State Public Library Authority,

6. To arrange quarterly meeting and if necessary hold special meetings for above purposes,

7. Five members shall constitute the quorum, and

8. In absence of the Chairman, the members present shall choose one from among themselves to preside over the meeting.
Chapter - V: Restructuring the Public Library System

5.15.07.4 Functions of the GPPLC

The following shall be the functions of the Gram Panchayat Public Library Committee:

a. To serve as the heritage library of the concerned village, or group of villages,

b. To provide proper library and information services to all the users, including farmers, women, illiterates, children and the disadvantaged,

c. To obtain and collect all the relevant data pertaining to the public Libraries of the or villages for compilation of annual and adhoc reports by the Gram Panchayat Public Library Committee and budget proposals,

d. To organize extension activities like drama, dance, sports, painting, music, story hours, especially for the benefit of the school children and the disadvantaged for the benefit of the villagers,

e. To provide farmers, pin-pointed reference service, availing the facilities of the lab-to-land programmes being offered by the Agricultural Universities, the ISRO and such other organizations,

f. To make extensive use of the audio-visual aids to enlighten the citizenry enlisting the cooperation of Governmental and Non-Governmental organizations, such as Family Planning Associations, District Councils for Science and Technology, etc.,

g. To lend support to literacy and health campaigns,

h. To arrange reading, and session in the library,

i. To perform such other duties as may promote the implementation of the Objectives of this Act, and

j. To conduct orientation programme for new users.
Chapter V: Restructuring the Public Library System

5.16 The State Central Reference Library (SCRL)

5.16.1 Preliminary

The Government shall establish a Central Reference Library at the State capital. This library shall have the responsibility of acting as a clearing house for all types of information available in different types of format. They may include information contained in documents and non-documents, published and un-published sources.

1. Information must be transmitted immediately to any library in the public library system in the State, by using the computer and telecommunication networks in order to reach the seeker of information.

2. There shall be a separate committee for maintenance and further development of the State Central Reference Library, constituted by the State Library Authority.

5.16.2 Constitution of the SCRL

The State Central Reference Library shall have three divisions attached to it:

1. Centralised Units.
2. State Central Reference Library
3. Children's Library

5.16.3 Centralised Units

- State Copyright Library;
- State Bureau of Government Publications (State & Central);
- State Electronic Library System
- State Audio-Visual Library System;
- State Library for Disadvantaged;
- State Public Technical Library;
- State Resourcing Division;
Chapter - V: Restructuring the Public Library System

- State Bibliographical Division;

Such other Divisions may be prescribed from time to time.

5.16.4 State Central Reference Library

State Central Reference Library shall be the apex of the entire Public Library System in the State having distinct sections.

5.16.5 Children’s Library

It shall be a model for other Children’s Libraries in the State.

5.16.6 Functions

The functions of SCRL shall be as under:

1. To serve as the heritage library of the State,

2. To be the apex of the entire Public Library System in the State,

3. To serve as the repository of books received under the delivery of the Books Act, 1954 (Amended) and also books purchased and books received as gifts and on exchange,

4. To publish the State Bibliography of Books published in the State,

5. To compile bibliographies general and subject bibliographies, for the use of scholars, research workers and other users,

6. To provide technical guidance and assistance to libraries, maintained by the Government, aided and also to private libraries in the State,

7. To initiate book exchange programmes and interlibrary lending within the State as well as with libraries outside the State,

8. To undertake publishing professional literature, such as manuals, guides, journals and news letters, etc.,
Chapter - V: Restructuring the Public Library System

9. To function as information and reference centre, for the State in general and State Legislature in particular,
10. To maintain a roster of authors in the State,
11. To promote publishing literature for the Blind,
12. To provide Library services for the disadvantaged,
13. To provide library services to children,
14. To act as technical information centre for industrial, scientific and business establishments,
15. To have a centre charged with responsibility compilation of bibliography for all the books published in the State,
16. To have a centre of Audio-Visual aids for the benefit of normal patrons, illiterates, neo-literates and other category of people,
17. To have a centre for microfilming of rare and other significant documents,
18. To have a modern state of the art books preservation and reprographic laboratory,
19. To publish annual reports on the working of the SCRL,
20. To compile and publish union catalogues of reference books, serials and periodicals available in the different libraries of the State,
21. To organize conferences, seminars, workshops concerning the promotion of user of books,
22. To conduct extension activities, and
23. To perform such other functions, as may be necessary with a view to keeping the entire population of the State enlightened and well informed.

5.17 Summing Up

The new information revolution undoubtedly requires the professionals that redefine the concepts and roles of Public libraries and the Public Library professionals.
Chapter - V: Restructuring the Public Library System

Information storage and retrieval of recent times have promised enormously the task of storing, ordering and disseminating of vast amount of information. The advent of modern communication technology ensures new means of accessing the information through the networks and saves time, money and space. The time is ripe to convert the Public Libraries as community information resource centres rather than more collections of books. This can be achieved only through restructuring of the entire Karnataka Public Library System in various aspects as discussed earlier in this chapter. The Government of Karnataka should take revolutionary steps to initiate the restructuring process and implement it. So as to transform the Public libraries as the public access points to the 'information highway'.

The RRRLF, which is functioning under the Ministry of Human Resource Development, has to play an anchor role in getting the adequate grants for the KPLS for the purpose and all possible resources to restructure the KPLS. Even serious thought must be given to the Member of Parliament Local Area Development Programme wherein some funds can be diverted to the development of libraries in each District. In this direction, a strong co-ordinated effort on a war footing becomes inevitable. It is, therefore, highly essential that the State Government of Karnataka to take the initiative in appointing a high power expert committee to comprehensively evaluate the existing situation and to initiate restructuring measures for the entire Karnataka Public Library System.
Chapter - V: Restructuring the Public Library System

References


Chapter - V: Restructuring the Public Library System


