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The Status of Public Libraries in Balochistan, Pakistan

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Abstract

Purpose: This study assessed the public libraries of Balochistan in terms of information resources, infrastructure facilities, human resources and services. It also probed the problems faced by the libraries in the delivery of services.

Methodology: The study was quantitative in nature and survey research method was used to achieve the desired objectives. There were 35 public libraries, which constituted the study's population and data was collected from heads/incharge of libraries through the questionnaire. The data was analyzed using the Statistical Package for Social Sciences version 23.

Results: The heads of most libraries were non-professional staff and some libraries were worked with very few staff. The availability of information resources was found inadequate and resources such as maps, reports, theses & dissertations, rare books, and e-books were not found in any library. Most of the libraries had circulation, acquisition and reference sections, while most libraries did not have cataloging, classifications, digitization and preservation sections. The services such as reference, orientation, photocopying, CAS and indexing services were offered by most libraries; however, SDI, audiovisual, document reservation, interlibrary loan and translation services were not offered by any library. The major problems faced by the libraries were lack of training opportunities, non-availability of integrated library software, insufficient information resources, inadequate human resources and lack of commitment from the management.

Implications: The study's findings could be beneficial to the concerned authorities. The key points to be considered include 1) information resources should be procured both in printed and electronic formats, 2) the existing facilities and services should be upgraded and extended to other libraries and, 3) sufficient funds should be provided to acquire information resources, develop proper infrastructure and launched new services.

Originality: This is the first study in the province to assess the various aspects of public libraries. It will fill the literature gap and guide the researchers to explore the other aspects of public libraries.

Keywords: Information Resources, Library Services, Library Facilities, Public Libraries, Balochistan, Pakistan

Introduction

Public libraries play a key role in developing any society (Saleh & Lasisi, 2011). It is a democratic institution and provides services to all residents of any community to improve their individual, family and community lives (Scott, 2011). Akanwa (2010) defined the public library as a library that provides information resources, services and recreational outlets to the citizens, including the young, the old, the literate and the non-literate. According to IFLA (2001), public library is an organization established, supported and funded by the community, either through local, regional, or national government or through some other form of community organization. According to Aina (2004); Gill (2001), unlike other libraries that cater services to a specific demographic, the public library is open to everyone and provide services to a wide range of people, including young, children, the disabled, prisoners, the aged, nursing mothers, organizations and people in government. Wijetunge (2000) opined that public library is a place where community members can get free and easy access to a wide range of information and knowledge.

The fundamental goal of the public library is to provide resources and services to individuals and organizations to meet their educational, informational, and recreational requirements (Koontz & Gubbin, 2010). Because they are public, social, and community institutions, public libraries link the government and its citizens (Buschman, 2012; Johnson, 2012; Sigler et al., 2011). These are strong institutions that can affect society (Black & Muddiman, 2017). The functions of the public library are discussed by Handa (2011), which include providing access to information, imparting informal education, promoting cultural and social activities, preserving local literature, and strengthening the democratic spirit of the citizens. Adebayo (2012) argued that public libraries could help in reducing the level of unemployment by engaging the youth in the activities like, organize seminars and workshops in collaboration with government agencies, giving training to youth, starting their own business, creating awareness in youth, providing mobile services in rural areas, increase literacy, promote adult and continuing education, re-engineer the youth for the purpose to use their energy for the betterment of the society and provide the accurate and latest information to the policymakers to facilitate them in the decision-making process.

Balochistan is the largest province of Pakistan in terms of area, but least in terms of population. The population of the province is approximately 12.34 million. Its provincial capital and largest city is Quetta. The province is divided into 35 districts and seven divisions. Baluchi, Pashto and Brahui are the main languages spoken in the province. The literacy rate of the province

is 46% which includes 61% male and 29% female; moreover, the literacy rate of rural areas is 40%, while urban areas is 63% (Pakistan Bureau of Statistics, 2021).

The researchers found that significantly less research work has been conducted on the public libraries of Balochistan. This study is carried out to fill the literature gap, bring public libraries into research circles, and provide a base for future researchers to assess other aspects of public libraries. It assessed the province's public libraries regarding human resources, information resources, and infrastructure facilities. Moreover, it also checked the services rendered by the libraries and identified the problems faced by the staff in the delivery of services.

Literature Review

Hussain and Parveen (2021) reported that the public libraries of Pakistan have either deplorable or no IT infrastructure. These libraries lacked basic ICT devices & apparatus and most libraries did not use ICT tools for library services. Hussain et al. (2021) highlighted the problems faced by the public libraries; these were limited electronic resources, insufficient information resources, limited human resources, lack of financial resources, interrupted power supply, non-availability of technical support, lack of commitment from the management and insufficient IT literate staff. Ghalavand and Karimi (2020) assessed ICT facilities of public libraries in Iranian cultural centers and found that very few libraries had e-books, audiobooks, access to full-text databases and digital library. Rana and Bhatti (2020) found that the public libraries of Punjab had limited information resources, poor ICT facilities and limited LIS and IT staff. It was advised that the libraries should acquire more information resources and ensure the recruitment of skilled staff.

Taufiq et al. (2020) evaluated user satisfaction with public libraries' resources and services and found that frequent visits to the library have a positive relationship with users' satisfaction. The respondents were not satisfied with printed information resources and with the catalogue of the libraries. Sinha and Datta (2018) identified 25 public libraries in Tripura, India, which offered services such as lending service, general reading facility, newspaper reading service, reading facility for children, women & senior citizens and information searching facility. There was no library to provide internet facility and reprographic service to their users.

Qadeer (2018) discussed the historical perspective, resources and services of Khaliq Din Hall and library. The library has a vast collection of manuscripts, books, periodicals and newspapers. The library offered extension services and space for different programs and functions. The problems highlighted include insufficient funds, lack of professional staff, lack of proper

planning and limited space. Warraich et al. (2018) found that most of the libraries in Punjab had no professional staff (71.5%) while 19.1% worked with a single professional member. The majority of the libraries (54%) were small with the collection of up to 5000 books and 70% of libraries were acquiring one to six newspapers, 59.8% of libraries were without computers and only 8.1% had Wi-Fi facilities

Waheed et al. (2017) found that most libraries in Punjab Pakistan, offered services like reference, Selective Dissemination of Information (SDI), current awareness services, digitizing, photocopying, internet and document delivery services. Warraich et al. (2016) reported that most of the public libraries in Rawalpindi offered circulation services and two libraries offered reference services. Rafi, et al. (2016) investigated the challenges faced by the public libraries of Khyber Pakhtunkhwa. These included lack of professional staff, insufficient financial resources, unsatisfactory digital library and limited information resources. Bashir et al. (2018) investigated that shortage of local publications, unethical behavior of suppliers and unavailability of the latest edition of foreign books were the challenges faced by the libraries in the acquisition of information resources. Fati and Yelwa (2015) assessed the public libraries' information services at Plateau state Nigeria. The libraries did not offer relevant information services to the ruler citizens; therefore, they did not show a positive perception about the services. This was because of the insufficient fund, shortage of staff, obsolete resources and lack of facilities.

The public libraries of Pakistan faced many problems including insufficient and irregular finance, lack of facilities, lack of IT infrastructure, limited information resources, non-availability of e-resources, lack of experienced LIS professional (Bhatti, 2010; Haider, 2007; Hussain & Idrees, 2021; Khan & Bawden, 2005; Mahmood et al., 2005)

Objectives of the Study

The study was designed to achieve the following objectives: -

1. To assess the status of information resources in the public libraries of Balochistan
2. To know about the human resources in public libraries of Balochistan
3. To see the infrastructure facilities of public libraries
4. To identify the services offered by the public libraries of Balochistan
5. To highlight the problems faced by the libraries in the delivery of services.

Research Design and Methodology

The quantitative research design was used and survey was conducted to accomplish the objectives of the study. It was appropriate because many researchers used this method in such type of studies (Hussain & Idrees, 2021; Kumar & Kumar, 2010; Rehman et al., 2011). The population of the study were the public libraries of the province worked under the administrative control of Culture, Tourism and Archives Department, Balochistan. A total of 35 such libraries were identified; therefore, the census-based approach was used to collect data from the whole population. Moreover, the required dada was gathered from the librarians/incharge of libraries.

The questionnaires of Mirza (2010) and Ahmed et al. (2016) were modified as per the objectives of the study. The structured questionnaires were distributed among the respondents, and 34 dully filled questionnaires were received with a response rate of 97.14%. The collected data was analyzed using Statistical Package for Social Sciences (version-23) and descriptive statistics were applied to analyze the data and interpret the results.

Furthermore, the paper's references are prepared and formatted in accordance with the Publication Manual of the American Psychological Association (APA 7th edition). Moreover, EndNote x9, a citation management application, was used to manage and organize the references

Data Analysis and Interpretation

The collected data was analyzed, and the results are presented in tables with interpretation.

Demographic Information of the Respondents

This section presents demographic information of the respondents in terms of designation, qualifications and experience. Table1 demonstrates the designation of the libraries' heads, the chief librarian headed one library, librarians headed 5(14.7%) libraries, and 28(82.4%) libraries were headed by "others," including cataloguer, library assistant, clerk, or other non-professional staff. The data shows that the heads of 12(35.3%) libraries had the educational background of library science while 22 (64.7%) were of other educational backgrounds. 11(32.4%) libraries' heads possessed the degree of Master in Library and Information Science (MLIS) and one had a BLIS degree. It was mesmerized to observe that 22(64.7%) heads/incharge of libraries were non-professional with master (8.8%) and bachelor's degrees (55.9%) in other disciplines. The data also indicates that 25(73.5%) respondents had up to 5 years' experience, 7(20.6%) had 6-10 and 2(5.9%) respondents had more than 10 years' experience.

Table 1

Demographic Information of the Respondents

Designation	Frequency	Percentage (%)
Chief Librarian	1	2.9
Librarian	5	14.7
Others	28	82.4
Qualifications		
MLIS	11	32.4
BLIS	1	2.9
Bachelor's degree	19	55.9
Master's degree	3	8.8
Experience		
Up to 5 Years	25	73.5
6-10 Years	7	20.6
>10 Years	2	5.9

Human Resource in Libraries

This section presents information about the human resources of the surveyed libraries, including LIS professionals, LIS para-professionals, non-professional employees and total staff members. The statistics in Table 2 shows that 24(70.6%) libraries had no LIS professionals, 7(20.6%) libraries worked with 1 LIS professional, 2(5.9%) libraries had 2-3 LIS professionals and one library worked with more than 3 LIS professionals. As the data indicates, 16(47.1%) libraries had no LIS para-professional staff, 12(35.3%) libraries worked with just one member and 6(17.6%) libraries with 2-3 staff. There were 20(58.8%) libraries with 2-3 non-professional staff, 7(20.2%) libraries had 4-6 staff and the non-professional staff of 6(17.6%) libraries ranged 7-10 members and one library functioned with more than 10 non-professional staff. The total staff of 3 (8.8%) libraries were up to 3, 11 (32.4%) libraries worked with a total of 4-5, staff, 10(29.4%) libraries had 6-9, 5(14.7%) had 10-13 staff and only one library had more than 13 staff members.

Table 2

Status of Human Resources

LIS Professionals	Frequency	Percentage (%)
0	24	70.6
1	7	20.6
2-3	2	5.9
>3	1	2.9
LIS Para- Professionals		
0	16	47.1
1	12	35.3
2-3	6	17.6
Non-Professionals		
2-3	20	58.8
4-6	7	20.6
7-10	6	17.6
>10	1	2.9
Total Staff of the Library		
Up to 3	3	8.8
4-5	11	32.4
6-9	10	29.4
10-13	5	14.7
>13	1	2.9

Information Resources in the Libraries

According to the International Federation of Library Associations and Institutions (IFLA), the public library should offer materials in different formats and appropriate quantities to meet the community's needs and desires. (Koontz & Gubbin, 2010). This section gives statistics about the available printed and digital information resources.

Book Collection in Libraries

Table 3 demonstrates information about the number of books available in the surveyed libraries. There were 3(8.8%) libraries with up to 1,000 books, 17(50 %) libraries had books that ranged from 1001 to 3,000, 8(23.5%) libraries with 3001-6000 books, 4(6.7%) libraries had books ranged from 6001-10000 and one library had more than 15000 printed collection of books.

Table 3

Number of Books

Number of Books	Frequency	Percentage (%)
Up to 1000	3	8.8
1001-3000	17	50.0
3001-6000	8	23.5
6001-10000	4	11.8
10001-15000	1	2.9
> 15000	1	2.9

Periodicals Publications Procured by the Libraries

The respondents were asked to give information about the periodical publications acquired by the libraries. The data in Table 4 demonstrates that 9(26.5%) libraries did not procure any magazine, 21(61.8%) libraries acquired 2-3 magazines, 3(8.8%) libraries procured 4-5 magazines and one library acquired more than 5 magazines. The data also specifies the number of newspapers procured by the libraries. Data reflects that 7(20.6%) libraries procured only 1 newspaper, 12(35.3%) libraries were purchasing 2-3 newspapers, 12(35.3%) libraries acquired 4-5 and one library acquired more than 7 newspapers. It was astonishing to know that no library subscribed any research journal.

Table 4

Number of Periodicals Publications

No. of Magazines	Frequency	Percentage (%)
0	9	26.5
2-3	21	61.8
4-5	3	8.8
>5	1	2.9
No. of Newspapers		
1	7	20.6
2-3	12	35.3
4-5	12	35.3
6-7	2	5.9
>7	1	2.9
No. of Research Journals		
0	34	100

Miscellaneous Printed Resources

The information obtained from the surveyed libraries about the different printed information resources is listed in Table 5. It was found that no library had maps reports, theses & dissertations, bound volumes of journals, manuscripts and rare books in their collection.

Table 5
Miscellaneous Printed Resources in Libraries

Name of Resources	Number	Percentage (%)
Maps	0	100
Reports	0	100
Theses & dissertations	0	100
Journals (Bound Volumes)	0	100
Manuscripts	0	100
Rare books	0	100

Electronic Information Resources in Libraries

Electronic information resources are the electronic representation of information; these are available in various forms like e-books, digital libraries, databases, e-journals, e-zines, theses, research reports and conference papers (Moyo, 2004; Nicholas et al., 2007; Thanuskodi & Ravi, 2011). The data collected from the public libraries regarding the availability of various e-resources are enumerated in Table 6. The data specifies that only one library had 3000 e-books while 97.5% libraries did not have e-books. At the same time, other e-resources like access to databases, CD ROM & DVD databases and electronic theses and dissertations (ETDs) were not found in any public library.

Table 6
Miscellaneous E-resources

E-resources	Number	Percentage (%)
E-books	3000	97.5
Access of Databases	0	100
CD ROM Database	0	100
DVD Databases	0	100
Electronic Theses & Dissertations (ETDs)	0	100

Sections of the Libraries

The survey data in Table 7 indicates that the majority of the libraries had circulation (91.2%), acquisition (79.4%) and reference (52.9) sections. 16(47.1%) libraries had classification section, 15(44.1) had cataloging section and 8(23.5%) had computer lab facilities. The data demonstrate that majority of libraries did not have some sections, including periodical section 32(94.1%), News clipping section 33(97.1%), preservation section 33(97.1%), digitization section (100%) and binding section (100%)

Table 7

Sections of Libraries

Library Sections	Yes Frequency (%)	No Frequency (%)
Circulation section	31(91.2)	3(2.8)
Acquisition section	27(79.4)	7(20.6)
Reference section	18(52.9)	16(47.1)
Classification section	16(47.1)	18(8.8)
Cataloguing section	15(44.1)	19(55.9)
Computer lab	08(23.5)	26(76.5)
Periodical section	02(5.9)	32(94.1)
News clipping section	1(2.9)	33(97.1)
Preservation section	1(2.9)	33(97.1)
Digitization section	00(0)	34(100)
Binding section	00(0)	34(100)

Facilities in the Libraries

The respondents were asked about the facilities available in their libraries; their responses are presented in Table 8. The results specify that all libraries (34) had their drinking water source, 33 libraries had public washrooms & sufficient stacking area, 26 were equipped with reading rooms, and 19 had adequate furniture. The data also indicates that the majority of the libraries did not have facilities, including power generator (88.2%), security system (88.2%), heating (91.2%), discussion rooms (91.2%) and disaster equipment (94.1%).

Table 8
Facilities in Public Libraries

Facilities	Yes Frequency (%)	Yes Frequency (%)
Drinking water source	34(100)	0(0)
Public washrooms	33(97.1)	1(2.9)
Stack area	33(97.1)	1(2.9)
Reading rooms	26(76.5)	8(23.5)
Adequate furniture	19(55.9)	15(44.1)
Power generator	06(17.6)	28(88.2)
Security system	04(11.8)	30(88.2)
Heating	03(2.8)	31(91.2)
Discussion room	03(2.8)	31(91.2)
Air-conditioning	02(5.9)	32(94.1)
Disaster equipment	02(5.9)	32(94.1)
Carpeted (floor)	02(5.9)	32(94.1)

Services offered by Public Libraries

The provision of high-quality services to users or the community is one of the key priorities of the public library. Karur and Walia (2016) stated that the public library should provide the opportunity for adults and children to remain up-to-date and informed about progress in the sciences and arts.

A set of eighteen statements were asked from the heads/incharge of public libraries regarding the availability of services in their libraries on the dichotomous scale (Yes, No).

The data in Table 9 shows that most libraries offered services, including open shelf services (97.1%) and circulation services (97.1%). The data indicate that most libraries did not offer certain services such as reference services (64.7%),) orientation services (79.4%) photocopying facilities, (85.3%), discussion rooms facility (85.3%), indexing services (94.1%) and scanning facilities (97.1%).

It was astonishing to know that some services were not offered by any library including SDI, audiovisual services, CD and DVD writing facility, document reservation service, Online Public Access Catalogue (OPAC), interlibrary loan service, the book bank facility and translation services.

Table 9

Services offered by Public Libraries

Service	Frequency (%) Yes	Percentage (%) No
The books are displayed in shelves	33(97.1)	01(2.9)
Circulation service	33(97.1)	01(2.9)
Reference service	12(35.5)	22(64.7)
Orientation services	07(20.6)	27(79.4)
Photocopying facility	05(14.7)	29(85.3)
Discussion room facility	05(14.7)	29(85.3)
Current awareness service (CAS)	02(5.9)	32(94.1)
Abstracting service	02(5.9)	32(94.1)
Indexing service	02(5.9)	32(94.1)
Scanning facility	01(2.9)	33(97.1)
Selective Dissemination of Information (SDI)	0(00)	34(100)
Audio visual services	0(00)	34(100)
CD and DVD writing facility	0(00)	34(100)
Document reservation service	0(00)	34(100)
Online Public Access Catalogue (OPAC)	0(00)	34(100)
Interlibrary loan service	0(00)	34(100)
The book bank facility	0(00)	34(100)
Translation facility of any document	0(00)	34(100)

Problems faced by Libraries

The heads of libraries were asked about the problems they faced in the delivery services. The data in Table 10 reveals that five statements received mean values of 5, indicating that most of libraries were facing these problems more frequently. These statements were lack of training opportunities for LIS professionals, non-availability of standard integrated library software on affordable price, lack of initiative among LIS professionals in introducing IT based resources & services, insufficient IT literate staff and limited electronic resources.

The other problems identified by the respondents were lack of IT expertise among library users (μ=4.97), insufficient experienced LIS professionals (μ=4.97), limited information resources

(μ=4.94), interrupted power supply (μ=4.94), limited human resources (μ=4.94), reluctance among LIS professionals to use IT (μ=4.94) and lack of commitment from the management (μ=4.91)

Table 10

Problems of Libraries

Statement	Rank	Mean	SD	Variance
Lack of training opportunities for LIS professionals	34	5.00	.00	.000
Non availability of standard integrated library software on affordable price.	34	5.00	.00	.000
Lack of initiative among LIS professionals in introducing IT based resources & services.	34	5.00	.00	.000
Insufficient IT literate staff	34	5.00	.00	.000
Limited electronic resources/databases	34	5.00	.00	.000
Lack of IT expertise among library users	34	4.97	.171	.029
Insufficient experienced LIS professionals	34	4.97	.171	.029
Limited information resources	34	4.94	.238	.057
Interrupted power supply	34	4.94	.343	.118
Non-availability of technical support.	34	4.94	.343	.118
Reluctance among library users to use IT	34	4.94	.343	.118
Reluctance among LIS professionals to use IT	34	4.94	.343	.118
Limited human resources	34	4.94	.343	.118
Lack of commitment from the management	34	4.91	.378	.143
Lack of awareness about the potential of IT among LIS professionals	34	4.88	.477	.228
Lack of financial resources	34	4.88	.477	.228
Inadequate infrastructure	34	4.85	.500	.250
Outdated collection	34	3.47	1.05	1.10

Note: 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Major Findings of the Study

The major findings of the study are as under: -

Demographic Information of the Respondents

The head of one library was chief librarian, 5 libraries were headed by librarians and 26 libraries were headed by "others," which includes cataloguer, library assistant, clerk, or other non-professional staff. The heads of 12 libraries had the educational background of library and information science, while 24 were of other educational backgrounds. Most libraries heads (73.5%) had up to 5 years of experience, 20.6% had 6 to 10 years of experience and 5.9% had more than 10 years of experience.

Human Resources

It was found that 70.6% of libraries had no LIS professional while 20.6% of libraries worked with just one professional; similarly, 47.1% of libraries worked with no LIS para-professional staff, 35.3% of libraries worked with just one member. 58.8% of libraries worked with 2-3 non-professional staff, 20.2% libraries had 4-6, and 17.6% had 7-10 non-professional staff. The total staff of 8.8% libraries were up to 3, 32.4% libraries ranged from 4-5, 29.4% libraries had 6-9 total staff and only one library had more than 21 staff members.

Information Resources

There were 58.8% libraries with up to just 3,000 books, 23.5% libraries with 3001-6000 books and one library had more than 15000 books. 26.5% of libraries did not procure any magazine, 61.8% of libraries acquired 2-3 and one library acquired more than 5 magazines. 20.6% of libraries procured only one newspaper, 35.3% libraries 2-3 newspapers and one library acquired more than 7 newspapers. No library subscribed any research journal and also did not have maps reports, theses & dissertations, bound volumes of journals, manuscripts, and rare books in their collection. There was only one library with up to 3000 e-books, while other e-resources like access to databases, CD ROM & DVD databases and electronic theses and dissertations (ETDs) were not found in any public libraries.

Sections of the Libraries

The majority of the libraries had circulation, acquisition and reference sections, while most of the libraries did not have sections including cataloging, classifications, digitization, preservation news clipping and binding sections.

Facilities in the Libraries

All libraries had their own drinking water source and most of the libraries had public washrooms, sufficient stacking area, reading rooms and adequate furniture. It was also observed that most of the libraries lacked facilities such as power generators, security system heating, discussion room and disaster equipment.

Services offered by Public Libraries

Most libraries offered open shelf and circulation services. In contrast, majorities did not offer certain services such as reference, orientation, photocopying, indexing, discussion rooms and scanning facilities. Some services were not offered by any library, including SDI, audiovisual services, document reservation service, OPAC, interlibrary loan, book bank facility and translation services.

Problems of Libraries

The major problems faced by the libraries were lack of training opportunities, non-availability of standard integrated library software, insufficient IT literate staff, limited electronic resources, insufficient experienced LIS staff, limited information resources, interrupted power supply, limited human resources and lack of commitment from the management.

Recommendations

Based on the finding of the study the following suggestions are given for the improvement of public libraries:-

- All the components of the existing public libraries need much improvement; therefore, the government should provide all the necessary resources and facilities. Moreover, the governments must ensure the minimum standard required for public libraries as specified by professional bodies such as IFLA and UNESCO.

- The staff in the libraries also need much improvement, therefore LIS professional staff must be recruited , Also, the head/in-charge of each library must have professional degree of library and information science.

- The collection of libraries should be extended through the acquisition of the latest and new books. The journals may also be subscribed to provide users and researchers with the latest and scholarly information. The resources such as magazines, maps and reports should also be acquired.

- Electronic information resources such as e-books, e-journals and ETDs, should be procured by libraries. Moreover, all libraries should have the subscription of HEC digital library to give users opportunities to access the world's scholarly literature.

- An appropriate budget should be provided to all public libraries to acquire information resources, such as books, research journals and periodicals (newspapers, magazines). Librarians/ incharge should have the power and freedom to spend the budget based on the users' needs.

- The existing facilities must be upgraded and should be extended in all public libraries.

- The library services must be improved and quality-based services should be offered to the public. Moreover, the libraries should introduce new services to full fill the information needs of the people.

- The library authorities should work to create awareness among the public about the libraries and also make efforts to improve the image of library in the society.

- It was observed that the public libraries faced several issues; therefore, the government and the departments concerned should work and make necessary arrangements to overcome all these difficulties so that these information hubs actively serve society

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