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Institutional Growth and Structural Development of Chughtai Public Library: A Case Study of Sustainable Public Library Expansion

Rubina Abdullah¹

¹ Librarian & Lecturer at HRPC School of Law, Lahore. rubinaabdullah703@gmail.com

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Abstract

The paper is an analysis of the institutionalization and structural development of Chughtai public library in the wider framework of transformation in the public library in Pakistan. The main aim of the research is to examine the role of structural growth, digitalization, diversification of the services, and involvement of the community in developing the library in a sustainable manner. The research background is established on the changing role of the public libraries that have to deal with the changes in technology and growing demands of the users even when they are faced with resource limitations. The research is informed by a compound theoretical framework based on Organizational Development Theory, Social Capital Theory, Information Access Theory, and Resource Dependence Theory. The qualitative case study design was chosen, and data were gathered with the assistance of structured observation, analysis of documents, and descriptive user feedback. It employed purposive sampling in which about 60 respondents who included the library management, staff, and active users were involved. The thematic analysis was used as the main data analysis tool to determine the patterns in reference to growth and service delivery. The results demonstrate that Chughtai Public Library has realized a considerable growth and development of services; nevertheless, there are differences in the infrastructure and the digital facilities within the branches. The research concludes that although the library has been shown to have a good growth model, digital integration and equal distribution of resources is necessary. Some of the recommendations include infrastructure equity, digital improvement and enhanced community engagement towards sustainable development.

Keywords: Growth of the Public Library, Chughtai Public Library, Digital, Institutional Development, OPAC, Library Services, Community Engagement, Case Study, Library Management, Sustainability.

Introduction

Public libraries have been known as key institutions to advancing literacy, access to knowledge and community development. Nowadays, their role in the contemporary information society has already been broadened to cover digital access, community interaction and lifelong learning opportunities in addition to traditional book lending (Rubin, 2016; Bryson, 2014). This has especially been witnessed in developing economies like Pakistan whereby the operation of the public libraries is limited by the scarcity of resources, infrastructure and the changing expectations of the users. Nevertheless, not all libraries have been equally backward since some of them have shown progressive development through embracing new strategies, the incorporation of digital technologies, and the extension of their services to fit the current needs (Warraich, Haq, and Ameen, 2016; Haider, Ya, and Hussain, 2023).

In this regard, Chughtai Public Library (CPL) represents one of the major examples of institutional growth and development. The library was founded in the year 2013 as a vision of Dr. A. S. Chughtai which was to

provide equal access to knowledge and to conserve intellectual resources to be accessed by future generations. As one of the oldest, CPL has grown to be multi-branch network, which stretches across urban and semi-urban areas of Pakistan since its inception with a central facility. This growth is an indication of the strategic development model of integrating physical infrastructure, service innovation, and digital transformation, as it is aligned with the global trends in the development of the public libraries (IFLA, 2021; Bertot, Jaeger, and McClure, 2008).

The development of Chughtai Public Library could be perceived as a multidimensional process that includes structural growth, technological assimilation, and service development oriented on the community. The library has developed structurally and currently has more than a few branches within regions in Lahtore like Central Park Library, Medical Library, Quetta Library, Nankana Sahib Library, Depalpur Library, and the newly set up Alipur Library. Moreover, CPL opened urban reading rooms in 2015-2017 and opened a mobile library service in 2021, which expanded its reach potential considerably. This geographical increase shows that has been a decentralized growth strategy that has allowed the library to spread its services to different populations and underserved communities.

CPL has a hierarchical pattern of development as far as infrastructure is concerned because the main branch is a central hub which is furnished with the latest facilities such as large reading halls, digital access areas and research support areas. Smaller branches, in their turn, have a limited infrastructure and are mostly dedicated to making reading materials and study locations available. This difference in infrastructure brings out how the distribution of resources and strategic planning affects the development of institutions and how that is witnessed in other developing nations whereby urban libraries are more invested in compared to the rural ones (Stilwell, 2001; Ocholla, 2008). However, despite the inadequate amenities, regional branches are very essential in marketing literacy and access to knowledge on the community level.

Another major dimension of the growth of CPL is service diversification. The library has diversified its services to not only the customary book-lending services, but also to those of the specialized academic assistance, competitive examination facilities, children classes, as well as community workstations. Another example of the library striving to meet the needs of certain users is the creation of a Medical Library which serves health sciences students and professionals with special resources. This type of service innovation is in line with modern models of libraries focusing on user-centered design and creation of an inclusive learning experience (Borghain & Nath, 2020; Johnson, 2018).

The digital transformation is one of the critical areas in the institutional development of CPL. The implementation of the technologies like the Internet Public Access Catalogue (OPAC), online repositories, and the use of the internet has made the access to information more accessible and contributed to the increase of the user autonomy. These trends represent the general global tendencies, as libraries are turning into hybrid organizations where physical and digital services are mixed (Bertot et al., 2018; Luther and Wilkinson, 2021). Nevertheless, there is still unequal distribution of digital resources in CPL with central branches demonstrating better technological performances than the regional ones. This inequality highlights the continuing problem of digital inclusion and the necessity to invest in technological infrastructure constantly (Van Dijk, 2020).

More development of Chughtai Public Library is through community participation and outreach programs. CPL has increased its presence as a community-based organization through initiatives like daily mobile libraries, literacy drives, educational forums, etc. Such efforts favor social inclusion and open access to knowledge among the marginalized groups of people, which are aligned with the principles of the social capital theory and the larger developmental goals of sustainability (Vårheim, 2014; United Nations, 2015). The capacity of the library to connect with different communities improves its institutional significance and boosts its role as a major player in the education and social progress.

CPL has been experiencing a number of challenges to its growth path although it has been successful. These are the differences between infrastructure and digital access between branches, inadequate financial means,

and the necessity of systematic assessment and monitoring systems. These issues are in line with those observed in the literature on the state of the developing countries in terms of the public library wherein the problem of funding, policy fragmentation, or human resource constraints are still limiting the development of the sustainable state (Hussain and Saddiqueb, 2024; Khan and Bhatti, 2008). To deal with such challenges, strategic planning, capacity building, and partnerships are needed to be sustainable in the long run.

To sum up, the development of Chughtai Public Library is a dynamic and changing process, which is marked by the increase of the structure, the diversification of its services and integration into the digital world. The development of the library shows how state institutions can be able to innovate in order to fit the changing requirements of society with strategic management. CPL, as a case study, offers useful information about sustainable development of library in the resource constraints environments, which can guide policy-making, institutional planning, and future studies in the direction of library and information science.

Research Questions

1. How has the structural and geographical expansion of Chughtai Public Library contributed to its institutional growth?
2. What role does digital transformation play in enhancing service delivery and user accessibility in CPL?
3. How do variations in infrastructure and services across branches affect the overall effectiveness of the library system?

Research Objectives

1. To analyze the growth patterns of Chughtai Public Library in terms of structural expansion and service development.
2. To examine the impact of digital technologies on user access and library efficiency.
3. To evaluate the effectiveness of CPL's growth model in promoting equitable access to knowledge across different regions.

Literature Review

The notion of development in a public library has been changing over the years and now comprises many more dimensions than just the physical expansion, now encompassing digital integration, diversification of services and cooperation between the institutions. The initial research on the public libraries focused on quantitative development, i.e. building growth, collection growth, and growth in membership, based on the historical function of the libraries as knowledge repositories (Harris, 1995; Rubin, 2010). Nevertheless, modern scholarship emphasizes that growth up to now encompass qualitative enhances like user-centered services, technological progress, and involvement in the community (Bryson, 2014; Rubin, 2016). This change is especially topical in developing states where the libraries have to juggle modernization with scarce resources (Stilwell, 2001; Ocholla, 2008).

The technological developments and the advent of the information society have had a strong impact on the rise of the development of the global context of the public libraries. The advent of digital catalogs, electronic databases and online services has seen libraries transform into hybrid ones that both offer physical and virtual access to information (Bertot, Jaeger, and McClure, 2008; Borgman, 2000). This digital revolution has improved the accessibility and engagement of the users, yet it needs a significant amount of investments in infrastructure, training, and planning (Thomchick and San Nicolas-Rocca, 2018). Research indicates that libraries that effectively incorporate digital technologies have better user satisfaction and institutional sustainability (Luther and Wilkinson, 2021; Bertot et al., 2018).

The structural and financial constraints that surround the development of the public libraries may limit the growth of the same in the context of the developing countries, and in this case Pakistan is not an exception. The studies show that most libraries are faced with old infrastructure, inadequate finances, and professional

training, which prevents their implementation of current technologies and increased services (Warraich, Haq, and Ameen, 2016; Haider, Ya, and Hussain, 2023). Although these have been encountered, there are libraries that have been able to show adaptive development by other means of innovative management, community involvement and also through strategic alliances (Alemna, 1995; Rosenberg, 2005). These are the adaptive strategies, which are necessary to maintain the library services under the resource-constrained environments. In this expanded context, the expansion of Chughtai Public Library could be examined as a progressive institution development case. CPL, which was founded in 2013, is a contemporary way of developing the public library in Pakistan, which includes the structural expansion and service innovation, as well as digital integration. According to the literature on library development, models that have shown to succeed in growth tend to incorporate both centralized planning and decentralized service provision, which allows libraries to expand their localities without compromising their quality (Johnson, 2012; Kim and Yu, 2011). This model is manifested in CPL network of branches and reading rooms that cater to varied communities of urban and semi-urban regions.

The first dimension of the growth of CPL is structural expansion. The literature on the development of libraries underlines that the geographical expansion allows increasing the accessibility and social inclusion through reducing the distance between the information resources and users (Park, 2012; Borgohain and Nath, 2020). The creation of various branches such as regional libraries and mobile services that CPL has established is in line with these findings as it helps in overcoming the spatial barriers to the access of information. The establishment of urban reading rooms and the mobile library program are other samples of the library outreach and inclusivity dedication. These efforts align with the trends of global libraries that are increasingly moving towards models of flexible service delivery in order to access underserved populations (Vårheim, 2014).

Diversifying services in a library is another significant aspect of library development. Modern studies emphasize the idea that libraries cannot stick to the conventional role and focus on offering a multitude of services, addressing the needs of users, such as educational activities, digital education, and niche services (Johnson, 2018; Alam, 2015). CPL has diversified its services to provide academic services, competitive examinations, children services, and special medical collections. This diversification is a characteristic of user-based attitude and making the library more relevant and useful thus making it grow in general and be sustainable.

The issue of digital transformation is thought to be an essential source of library development. The implementation of the use of technologies in libraries, in turn, makes it possible to offer the information in an efficient and convenient way; the adoption of such technologies includes OPAC systems, digital repositories, and online databases (Bertot et al., 2018; Van Dijk, 2020). With the example of CPL, the digital integration has increased user autonomy and simplified administrative processes especially in its core branch. Nevertheless, the literature also raises the issue of disparities in digital distribution, as in smaller branches, they might not have sufficient technological resources (Haider et al., 2023). This problem is observed in the networks of CPL where central branches are characterized by high levels of digitalization, and the regional branches have scarce technological resources.

Another important aspect in the development of the public libraries is community involvement. According to the theory of social capital, libraries can help in building the community through social interaction, trust, and shared learning (Vårheim, 2014; Johnson, 2012). The outreach programs and other services offered by CPL such as literacy and community workshop programs are consistent with this point of view in that they would encourage social inclusion and increase the role of the library as a community hub. Such efforts increase the size of the library user base, as well as institutional legitimacy and influence.

The role of collaboration in promoting the growth of libraries is also highlighted in the literature. Collaboration with schools, agencies, and other community groups help libraries to share resources, improve services, and become sustainable (Liebst, 2013; Kim and Yu, 2011). Even though this section is more concerned with growth, one must admit that the development of CPL is strongly interconnected with the

collaboration with each other and the formation and maintenance of regional branches and outreach programs. Although successful, the experience of CPL is indicative of larger issues found within the literature on the topic of public libraries in developing conditions. Such challenges include the lack of equal access to resources, the underdevelopment of digital infrastructure, and the necessity to conduct systematic assessment, which is still seen as a threat to the sustainable development (Hussain and Saddiqueb, 2024; Khan and Bhatti, 2008). To overcome these obstacles, there is the need to plan strategically, invest in technology and to build capacity to ensure that growth is not only inclusive, but also sustainable.

To sum up, the literature review on the development of public libraries offers a thorough framework of analyzing the development of Chughtai Public Library. The growth of CPL illustrates how structural building, service innovation, and digital transformation have been incorporated and reflect the trends of the global context, responding to the local problems. As a case study, it explains the methods through which adaptive strategies, community involvement, and technological development can help to attain sustainable growth by the public libraries in the developing nations.

Methodology

This research is qualitative in nature with the use of case study methodology since it seeks to analyze the institutional growth and structural development of Chughtai Public Library in the larger context of transformation of the public library in Pakistan. The qualitative paradigm is suitable since the notion of growth in libraries is multidimensional due to the inclusion of organizational processes, the presence of digital integration, service innovation, and community involvement as opposed to the variables that can be measured (Creswell, 2014; Rubin, 2016). The case study design allows digging deep into the study of Chughtai Public Library as a modern phenomenon that is entrenched in its real-life institutional environment and the boundaries between growth processes and environmental factors are not explicit (Yin, 2018).

The study is descriptive and analytical in its nature and is aimed at the role of structural expansion, digital transformation, and diversification of the services as contributors to the institutional development. The theoretical perspectives that are followed in the study are Organization Development Theory, Social Capital Theory, Information Access Theory, and Resource Dependence Theory, all of which explain the process by which leaders, collaboration, and technology systems influence sustainable growth (Cummings and Worley, 2015; Johnson, 2012). This theoretical congruity helps to make the analysis both empirical and conceptualized.

The study population will comprise of major stakeholders connected to Chughtai Public Library which comprise of library management, professional staff, administrative staff and active users of the library such as students and researchers. A purposive kind of sampling is used to pick about 60 respondents who are either directly involved or affected by the growth and service delivery processes in the library. This has the benefit of making the information gathered pertinent, contextual, and focused on institutional reality and not generalized assumptions (Etikan, Musa, and Alkassim, 2016).

Structured observation, document analysis and descriptive user feedback are some of the methods of data collection. The observations are made on physical infrastructure, digital facilities, service delivery, and patterns of user interaction of various branches of the library. Policy records, program reports, and digital service descriptions are examples of institutional documents that are analyzed to trace patterns of growth and development. Besides that, user feedback will be gathered using structured response sheets to obtain the perceptions with regard to the quality of service, its accessibility and digital use. Triangulation of data sources increases validity and credibility of the results (Denzin, 2012).

Its data analysis process is rooted in the thematic analysis in which the data obtained is coded and sorted into major themes, which are structural expansion, digital transformation, service innovation, and community engagement. The data is identified using both deductive and inductive coding techniques to identify patterns and relationships (Braun and Clarke, 2006). The theoretical framework is used to interpret the findings to

facilitate a holistic view of the way the growth processes are run in the institutional context of Chughtai Public Library. This research design guarantees a rigorous, context-sensitive and theoretically informed study of the development of the public libraries in a resource constrained environment.

Data Analysis

1. An introduction to Library Buildings

Building introduction Library buildings were introduced at a time when they were less significant than they are today. The introduction of library buildings can be explained as in the following way:

In 2013, the Chughtai Public Library was established by Dr. A. S. Chughtai aiming at gathering and preserving information and making it available to everybody without discrimination. Specific focus was made on the preservation of old and rare books which could be used by the generations to come. The library has experienced a steady growth in terms of branches, reading rooms and outreach programs since its inception.

The institutional timeline of the library enables tracking its growth. In 2013, the main Chughtai Public Library was inaugurated in Lahore and the first satellite reading room was inaugurated in Allama Iqbal Town in 2014. Over the following years, especially in the 2020s, several reading rooms and community-based branches had been established, but not always documented. In 2021, the Library on Wheels mobile service has been launched to increase outreach and in 2025 the Alipur branch was officially opened.

The Chughtai Public Library network has now been extended to the Main Library at Canal Park Lahore, the Central Park Library Lahore, Quetta Library, Depalpur Library, Nankana Sahib Library, a special purpose Medical Library in Lahore, a number of reading rooms and the Alipur Library in 2025.

1.1 Main Branch (Canal Park, Lahore)

The primary center of Chughtai Public Library is the Canal park, Gulberg-II, Lahore and forms the central core of the whole network. The facility is also designed on several floors to make it effective in terms of service delivery and ease of use to the users. The entrance, the reception and the circulation area of borrowing and returning materials are on the ground floor. The first floor hosts the reference and research area and general reading hall intended to do academic work. The second floor has a reading area and digital services zone of the children zone and administrative offices are distributed where needed. The collections are arranged in the building according to stack areas.

The library has six days of operation starting at 7:00 a.m. to 12:00 a.m. and the Sundays start at 9:00 a.m. to 12:00 a.m. Communication is enabled using phone, mobile, and email facilities.

1.2 Central Park Library

The Central Park Library which is a community based branch is situated at Central Park Housing Society Lahore. It offers reading services, reference services and local interaction activities. Weekdays the branch works between 8:00 a.m. and 9:00 p.m, and on Sundays, the workload is shorter. It is a medium-sized library that serves students and the general reader in supplementing the main library.

1.3 Medical Library

Services Hospital Lahore Medical Library is a specialized branch that is located close to the hospital. It serves medical students and health care professionals in particular through the provision of medical books, journals and research material. The branch has long hours of operation every day and is specialized on academic service pertaining to a subject instead of library service in general.

1.4 Quetta Library

The Quetta branch is set to be in place to offer the services to Balochistan. It is situated in a one-story building located on Jinnah Road and has the necessary facilities including seating, shelves, and study areas. The branch focuses on access and functional design as opposed to big infrastructure and is used by students, researchers, and the general population.

1.5 Alipur Library

A Library called the Alipur Library will be inaugurated in the Municipal Committee building in 2025.

Chughtai Foundation along with the local administration helped in its renovation. The facility offers a basic and practical setting which is concerned with enjoyment and utilization by the community.

1.6 Nankana Sahib Library

In 2022, it opened the Nankana Sahib branch that functions in a municipal building. The library also contains the necessary spaces including reading, book stacks, and the circulation spaces. The design is functional and effective in terms of space usage.

1.7 Reading Rooms

Between 2015 and 2017, urban reading rooms were created in places like Cavalry Ground, Rewaz Garden, and Queens Road. These are compact facilities between 400 and 800 square feet and these are utilized by around 15 to 30 people. They submit simple reading contents and act as convenient study areas to the locals.

1.8 Depalpur Library

Depalpur Library is a local branch of the library that is situated in a municipal building. It also offers rudimentary services such as book access and reading services. Its infrastructure is minimal, as it is an institution that is community-oriented.

Table 1: Establishment Year and Building Size

Branch Name	Location	Year Established	Building Size / Structure
Main Chughtai Public Library	Lahore	2013	Large multi-floor facility (main hub)
Central Park Library	Lahore	2014–2015	Medium-sized facility
Medical Branch	Lahore	2015–2016	Compact single upper floor
Quetta Branch	Quetta	Mid-2010s	Single-story building
Depalpur Library	Depalpur	Mid-2010s	Compact municipal building
Nankana Sahib Branch	Nankana Sahib	Mid-2010s	Small urban branch
Urban Reading Rooms	Lahore	2015–2017	Small rooms, limited seating
Semi-Rural Branches	Alipur / Mailsi	2016–2018	Small infrastructure

2. Comparative Study between the services in different branches of Chughtai Public Library.

Chughtai Public Library is a network of branches located in Pakistan especially in Punjab and Balochistan with the vision of making knowledge, education materials, and community service available to people. Every branch is meant to address the demands of the local population without sacrificing the overall objectives of the organization of promoting literacy, education, and research. Though all the branches have the same objective of delivering the access to books and information, the scope of services, special resource and the degree of facilities in the branches vary considerably across branches. This difference is related to the differences in infrastructure, funding and target users of the network.

The flagship branch, which has the largest scope of services, is the Main Library at Canal Park Lahore. It holds a large range of both printed and electronic resources in various fields such as literature, science, law, medicine and technology. The branch offers students, researchers and general users well developed reading halls, study facilities and group discussion facilities. It has the latest digital services including Wi-Fi, OPAC systems, and the presence of digital repositories to increase efficiency and accessibility. Besides this, the Main Library also provides printing facilities, reading services to children and services to help in preparation of competitive exams like CSS and PMS. It is the most resourceful and advanced branch in the network since reference support is offered by professional staff.

The Central Park Library is an example of a community based branch library that offers general reading services and study facilities. Though it has fewer collections than the main branch, it serves the local residents and students quite well as it provides a quiet ambience to study and basic reference assistance. There are digital services like OPAC and restricted Wi-Fi coverage, but the services are not as developed as in the Main

Library. The branch does not have any specialized collections like medical or competitive exam resources, but assists with literacy by reading programs and infrequent workshops. This branch is the compromise of accessibility and moderate service provision.

The Medical Library is a specialized unit that is devoted to a specific research, medical and health sciences education. It has a variety of medical textbooks, journals, and research materials that are student-centered and profession-centered. The branch offers specialized study areas and topic specific reference advice. Online services encompass use of medical databases and electronic journals, which assist in research in academia and profession. Nevertheless, there are no general services like community programs or children activities, because the main purpose of such a branch of service is to meet the needs of specific academic requirements. The Ninkana Sahib, Alipur, Depalpur and Quetta are regional branches that offer services of Chughtai Public Library to smaller cities and underserved regions. These branches are simple access to books, reading areas, and some digital services. Although they do not have high-level infrastructure and collections, they are instrumental towards encouraging literacy and development of education within their communities. These branches also serve as a community centre, at times holding literacy programmes, workshops as well as local events. Their services are localized on the needs of the locals and therefore accessible even with limited resources.

On the whole, the comparative analysis shows that there is a hierarchical service structure in the Chughtai Public Library network. Main Library provides high-level and full-fledged services, Central Park Library offers middle-level services with community orientation, Medical Library is specialized and offers academic services, and the regional branches are basic sources of information accessibility. This tiered model will enable the library network to compromise quality, specialization and accessibility in various regions.

Table 2: Comparative Analysis of Services

Library Branch	Reading & Study Areas	Book Lending	Reference & Research Support	Digital / Online Services	Specialized Collections	Community & Educational Programs
Main Library (Canal Park, Lahore)	Extensive	Available	Comprehensive professional support	OPAC, Wi-Fi, digital repository	Multidisciplinary, competitive exams	Regular lectures, workshops, children's programs
Central Park Library (Lahore)	Adequate	Available	Standard reference assistance	Limited OPAC, limited Wi-Fi	General academic subjects	Occasional workshops, reading activities
Medical Library (Lahore)	Focused study spaces	Restricted	Subject-specific medical guidance	Medical databases, e-journals	Medicine & health sciences	Academic support for medical users
Nankana Sahib Library	Moderate	Available	General reference	Limited	General education & literature	Literacy and community activities
Alipur Library	Basic	Limited	Basic reference	Very limited	General reading materials	Local reading promotion
Depalpur Library	Basic	Limited	Basic	Not available	General reading support	Informal community

						use
Quetta Library	Moderate	Available	General reference	Limited	General subjects	Reading promotion & community events

3. Public Library Comparison between Chughtai infrastructure.

The comparative analysis of infrastructure in branches of Chughtai Public Library shows that there is a wide difference in the physical and the technological development. The best infrastructure in the network is the Main Library at Canal Park Lahore. It is made up of a big multi floor drive with huge reading halls, system-based shelving and high seating capacity. The presence of electronic resources and online catalogues also make it the hub of knowledge.

The Central Park Library has a moderate level of infrastructural level. And despite its smaller size than the main branch, it has adequate reading and study facilities. Its physical environment is quite favorable to the usual users, but its technological equipments and seating capacity are relatively small. Irrespective of these limitations, it is significant to provide service to the urban community around it.

A smaller infrastructure is offered in urban reading rooms, which are situated in the places like the Cavalry Ground, Rewaz Garden, and Queens Road. These are facilities that are basically intended to offer quiet reading facility and not complete library services. They have a limited capacity due to their very small physical size, inadequate seating facilities and underdeveloped technology.

Minimal design is specifically designed in specialized reading rooms, especially those found in a hospital or medical setting. They do not have any infrastructure oriented towards research or extensive services in the long term but oriented on the immediate academic needs. Likewise, its branches in smaller cities and semi-rural regions like Nankana Sahib, Depalpur, Mailsi and Alipur are also run with rudimentary infrastructure. These departments are vital in the enhancement of literacy but have a small space, resources and technological facilities.

Altogether, the analysis of the infrastructure shows that there is a pattern of centralized development of the infrastructure when the biggest parts of the cities become the most heavily developed with numerous facilities and peripheral and remote branches operate with a minimum number of them. This imbalance shows that there is a need to have a more balanced infrastructure planning within the network.

Table 3: Infrastructure Comparison

Library Category	Physical Space	Seating Capacity	Collection Support	Technological Facilities	Overall Infrastructure Level
Main Library (Canal Park, Lahore)	Large multi-area building	High	Broad and diverse	OPAC, digital access, ICT	Well-developed
Central Park Library	Medium-sized facility	Moderate	General academic	Limited digital access	Moderately developed
Urban Reading Rooms	Small rooms	Low	Selective/basic	Minimal or none	Basic
Specialized Reading Rooms (Medical)	Very limited space	Very low	Subject-specific	Minimal	Highly limited
Small City	Small buildings	Low	Community-	Limited	Basic to moderate

Branches			focused		
Semi-rural / Rural Branches	Compact/shared space	Very low	Limited	Negligible	Least developed

4. Collection Development of Chughtai Public Libraries.

When comparing the concept of collection development in the branches of Chughtai Public Library, it is possible to state that there is a significant difference in the scope, diversity, and updating practices. The largest and broadest collection is that of the Main Library which has a variety of printed materials in addition to some digital resources. This is central and it can be seen in its collection that supports both the general reader and the researcher. The acquisition practices are fairly organized, but the updates are not systematic but selective. The Central Park Library has a collection which is moderately developed serving the general educational and reading requirements. It covers the subject reasonably, although its digital resources are limited, and it does not acquire materials on a regular basis, making it limited to facilitating advanced academic research.

Urban reading rooms hold very select and limited collections, which are based on general reading materials and minimum academic resources. They have a limited space, funding, and a lack of formal policies by which their collection development is restricted. Equally, specialized reading rooms like medical units have small collections of reading materials due to short-term needs of the professions instead of long-term growth.

Those branches situated in city centres, as well as rural areas, have simple collection development habits. Their collections are mostly print based and are aimed at general knowledge, religious texts and popular reading materials. Acquisition is not used frequently because of the financial and logistic constraint, leading to outdated and scarce resources.

In general, collection development in CPL network is centralized, and the primary branch has the largest collection with peripheral branches being very few. This disequilibrium influences the equal representation of information and creates the necessity of concerted collection policies.

Table 4: Collection Development Comparison

Library Category	Nature of Collection	Subject Coverage	Collection Size	Updating Practice	Overall Strength
Main Library	Print + limited digital	Broad multidisciplinary	Large	Regular but selective	Strong
Central Park Library	Print + limited digital	General education	Medium	Occasional	Moderate
Urban Reading Rooms	Selective print	General & exam support	Small	Irregular	Limited
Specialized Reading Rooms	Subject-focused	Medical/health	Very small	Needs-based	Highly limited
Small City Branches	Community print	General, religious, literature	Small-medium	Infrequent	Basic
Rural Branches	Minimal print	General reading	Very small	Rare	Weak

5. Collection Organization of Chughtai Public Library Branches.

The organization of collections is an important feature of the work of libraries as it has a direct impact on the retrieval of information and customer satisfaction. The Main Library is the most systematic one, as it employs the accepted classification systems like Dewey Decimal Classification. Subject-wise shelves are well labeled and have similar call numbers. The fact that the cataloguing is partially manual does not exclude the fact that the existence of organized systems has increased the accessibility.

The Central Park Library is based on a partially standardized system. Although the subject-based arrangement is practiced, there are inconsistencies because of the space constraint and staffing constraint. The process of cataloguing is still manual and lack of full digitisation of systems restricts the level of independence in the hands of users.

Urban reading rooms follow a simplified organizational style where contents are not arranged in systematic classification but instead they are grouped together on large scale basis. It is common that users seek help of the staff to find materials. The specialized reading rooms have a functional layout, which does not aim at extended organization but at short-term use.

Smaller city branches have simple organizational practices, and may have simplified classification and manual registers. On the contrary, the branches in rural setting are very territorial and operate with minimal organization since there are few resources.

In general, it is clear in the comparison that there is a large level of disparity where central branches have some structured systems whereas peripheral branches have basic or informal structure. These differences notwithstanding, the Dewey Decimal Classification system is utilized in all the branches thereby providing a certain level of standardization within the system.

Table 5: Collection Organization Comparison

Library Branch	Type of Collection	Classification System	Arrangement Method	Cataloguing Practice	Special Features
Main Library (Lahore)	Multidisciplinary	DDC	Subject + call number	Computerized + OPAC	Archives, rare books
Medical Branch	Health sciences	DDC (medical)	Discipline-based	Manual + partial digital	Journals, exam materials
Nankana Sahib	General academic	DDC	Subject-wise	Manual	Religious & local content
Depalpur	General reading	DDC	Call number-based	Manual	Community-focused
Quetta Library	General/regional	DDC	Subject + size-based	Manual	Regional materials
Reading Rooms	Light reading	Basic grouping	Open access	No catalog	Newspapers, magazines

Findings

As the results of the present study indicate, the development of Chughtai Public library is closely linked with its well-organized and gradual expansion plan which has improved the development of the institution and the availability of the services to a great extent. The analysis indicates that the creation of various branches like the main library in Lahore, Central Park Library, and geographical branches of Nankana Sahib, Depalpur, Quetta and Alipur have all helped in expanding the library services to various geographical locations. This evolutionary growth has enhanced access to education materials especially to the users in semi-urban and underserved regions. The results, however, also show that this growth is centralized, in the sense that the key branch has well-developed facilities, and the branches of the organization in the regional areas work with a minimal amount of infrastructure. This has led to the fact that accessibility has been raised, but the quality and the variety of services offered at different locations differ.

The research also concludes that digital transformation is important in improving user interaction and access to information at the network of Chughtai Public Library. Information retrieval, independence of the user and

efficiency by the administration have been enhanced by the introduction of digital tools such as the Online Public Access Catalogue, internet access and digital repositories within the main branch. The main library has advanced technological services to users; they consist of access to digital databases and online systems, which facilitate the use of the library in academics and research. Contrastingly, the analysis points out that digital services are not equally distributed with little or minimal technological infrastructures in smaller branches like Alipur, Depalpur and even reading rooms. This gap shows that the digital transformation has empowered institutional development but not yet it has reached the point of uniformity in the whole network.

Regarding the service delivery, the results show a definite distinction in the levels and quality of service delivery across branches. The central library offers high-quality services, such as specialized collections, competitive research aid, children programs and professional research assistance. The Central Park Library provides moderate services with regard to the needs of the community and the Medical Library is highly specialized academic library that supports the health sciences. Basic reading and lending services with little digital and research assistance are offered mostly by regional branches. Such a difference can be attributed to the hierarchical service system whereby various branches cater to various units of users depending on their ability and resources. Although the given model enables the distribution of resources effectively, it leads to the appearance of unequal user experience and service efficiency.

These findings are also supported by the analysis of infrastructure and collection development, which indicates that there was a great difference in the physical space, the seating capacity, technological facilities, and diversity of collection collection. The primary branch has an extensive infrastructure and a wide range of multidisciplinary collection, but the other smaller branches have few collections and simple facilities. Likewise, the central branches are more systematized and standardized in the collection organization practices whereas the peripheral branches are based on simplified or informal systems. These disparities influence the effectiveness of information retrieval and general satisfaction by users.

In general, the results indicate that the development of Chughtai Public Library can be described as the successful expansion, diversification of services and partial digitization. The library has also been successful in terms of enhancing access to knowledge as well as bolstering its institutional presence. Nevertheless, the infrastructural, technological, and service imbalances between branches show that more balanced and sustainable growth should be promoted. Distribution of resources fairly, increasing the level of digitalization in smaller branches, and enhancing organizational systems are key to raising the overall level of effectiveness and sustainability of the library network in the long term.

Conclusion

This paper concludes that the Chughtai Public Library expansion is an organized and dynamic institutional model that has been able to integrate expansion, service development and partial digitization. The analysis proves that the library has made a great progress to expand its services outside its main branch in Lahore to various local areas, such as urban reading rooms and semi-rural branches. This geographical expansion has increased availability of knowledge resources and also has helped in the spread of literacy and education among different communities. The innovation of the library serves the underserved regions with the branches; this demonstrates the libraries inclusivity and community orientation.

Meanwhile, the results also point to the fact that library development is characterized by a centralized trend. The central branch at Canal Park is a highly developed hub with highly developed infrastructure, a large collection and a wide range of services whereas the smaller branches have relatively limited resources. This is an imbalance in the consistency of service quality and user experience on the network. Even though the hierarchical structure enables effective distribution of resources and specialization of services, it also brings differentials, which must be bridged to guarantee equal distribution.

The research also finds that digital transformation is crucial to enhance institutional growth and enhancement of service delivery. Introduction of digital systems like OPAC, the internet and the digital repositories has

also promoted user autonomy and access to information especially in the main branch. Nevertheless, the digital facilities are not distributed equally across the branches, which means that the digital integration is not fully completed. To attain sustainable development in the library, there is a need to extend digital infrastructure and services to the outer branch libraries.

Regarding service delivery, the library has managed to diversify its services to the needs of the various user groups. The primary library is a full-fledged academic and research library, the Medical Library is a service aimed at the specialized professional community, and branches in the community are browsers of reading and learning. Such differentiation is indicative of a service model that is flexible and adaptive. However, the range of more sophisticated services is not available in the smaller branches, which indicates that more balanced development of the services should be provided.

On the whole, it is possible to state that Chughtai Public Library is a good example of institutional development under limited resources. Its growth, integration with the community, and the use of technological resources reveal its potential in being a sustainable model of a public library. Nevertheless, to be effective in the long-term, the library will need to work towards decreasing the infrastructure disparity, improving the digital inclusion, and providing the coordinated development strategies. These improvements will make sure that the growth is not only vast; but also fair and viable throughout the entire library network.

Recommendations

1. The library is advised to maintain the strategy of equal distribution of resources to minimize the differences between the main branch and the regional branches so that there is equal access of the infrastructures, collections, and services at all locations.
2. It is suggested to increase the digital infrastructure in smaller branches by deploying OPAC systems, internet, and digital repositories to optimize the accessibility of users and modernize the services.
3. The organization needs to come up with a centralized collection development policy so that it can be updated regularly, there is diversity in resources and uniformity of all facilities.
4. The training and capacity building programs especially on digital literacy, cataloguing and user support should be enhanced to enhance service quality and efficiency in operations.
5. The library will need to improve the community outreach and collaboration with the educational institution and local organisations to advance the literacy programs and workshops, as well as broader community involvement in order to achieve sustainable growth.

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