

IFLA/UNESCO MULTICULTURAL LIBRARY MANIFESTO – IMPLEMENTATION KIT

Table of Contents	
Page 2	1. INTRODUCTION
Page 4	2. THE MANIFESTO PREAMBLE
Page 6	3. PRINCIPLES
Page 7	4. MISSIONS OF MULTICULTURAL LIBRARIES
Page 9	5. MANAGEMENT AND OPERATION
Page 11	6. CORE ACTIONS
Page 11	7. STAFF
Page 13	8. FUNDING, LEGISLATION AND NETWORKS
Page 14	9. IMPLEMENTING THE MANIFESTO
Tools	
Appendix A	IFLA/UNESCO Multicultural Library Manifesto
Appendix B	Community Analysis and Needs Assessment
Appendix C	Understanding the Manifesto: Workshop Handbook
Appendix D	Understanding the Manifesto: A Workshop (PowerPoint Presentation)
Appendix E	Developing a Mission Statement
Appendix F	Decision Making Template
Appendix G	Core Actions – Toolkit Checklist

IFLA/UNESCO MULTICULTURAL LIBRARY MANIFESTO – IMPLEMENTATION KIT

1. INTRODUCTION

Purpose

The *IFLA/UNESCO Multicultural Library Manifesto* sets the stage for libraries to address their community's unique cultural and linguistic needs through dedicated services and strategies. The *Implementation Kit* is designed to support multicultural service development by assisting libraries in planning, applying, and sustaining the principles and actions described in the Manifesto.

Approach

The *Implementation Kit* explains each section of the *IFLA/UNESCO Multicultural Library Manifesto*, and provides questions, templates, and strategies to help libraries understand, apply, and promote multicultural services appropriate to their community. A Workshop outline and handbook is provided to assist libraries in communicating the key elements of the Manifesto and the objectives of multicultural services to library professionals and their clients.

Multicultural Communities: Guidelines for Library Services

The *Implementation Kit* complements *Multicultural Communities: Guidelines for Library Services* (3rd Edition, 2009), produced by IFLA's Library Services to Multicultural Populations Section. A number of the approaches recommended in the Guidelines are incorporated into the *Implementation Kit*.

Importantly, the Guidelines contain examples of best practices adopted in Canada, Denmark, Estonia, Norway, the United Kingdom, and the United States of America.

TEN REASONS TO OFFER MULTICULTURAL LIBRARY SERVICES

1. A library's mission is to serve its community, which in many cases is multicultural and multilingual, or becoming increasingly culturally diverse.
2. Multicultural and multilingual library services ensure equality of service and access to information.
3. In an era of globalization with more ease in transborder communication and travel, individuals need to learn about other cultures, languages, and peoples, which foster appreciation for different experiences and broaden one's outlook on life.
4. Information in languages and through channels accessible to diverse user communities enables their democratic participation in civil society.
5. Information on one's own heritage as well as others reinforces one's own culture and promotes understanding of other experiences and perspectives, respectively, and contributes in the development of a more harmonious society.
6. Information in languages and through channels appropriate to diverse user communities promotes multiple literacies, which facilitate the acquisition of new knowledge and skills to ensure equality of opportunity in all realms of civil society.
7. The world's knowledge, creative forms of expression, and cultural practices are documented in diverse formats and languages, thus, the offering of a multicultural collection should be made available for all to access.
8. Learning of different forms of creative expression, work and problem-solving lead to fresh insights and opinions which can result in novel ways to innovate, act and resolve situations.
9. Information about and for a library's multicultural community demonstrates that community members and their cultures are valued.
10. Libraries are spaces for intellectual and recreational engagement and libraries offering multicultural and multilingual services and collections become a community space to bring people together.

— *Multicultural Communities: Guidelines for Library Services*

The full Guidelines are available at:

<https://www.ifla.org/publications/multicultural-communities-guidelines-for-library-services-3rd-edition>

Additional Resources

The Manifesto complements the following IFLA/UNESCO initiatives:

IFLA/UNESCO Public Library Manifesto

<https://www.ifla.org/publications/iflaunesco-public-library-manifesto-1994>

IFLA/UNESCO School Library Manifesto

<https://www.ifla.org/publications/iflaunesco-school-library-manifesto-1999>

IFLA Internet Manifesto

<https://www.ifla.org/publications/node/224>

IFLA offers a range of additional guidelines, manifestos, and publications that complement the objectives and strategies outlined in the *IFLA/UNESCO Multicultural Library Manifesto*. For a complete list of IFLA's publications, visit: <https://www.ifla.org/ifla-publications>.

Over the past decade, many libraries and institutions have developed resources to support multicultural library services. Examples of these additional resources include:

Multiculturalism in Libraries: A (Not So Brief) Bibliography (Dr. Donna L. Gilton, 2002)

<http://www.uri.edu/artsci/lsc/People/Gilton/multiculturalism.pdf>

Multicultural Resources and Services Toolkit / Boîte à outils des Ressources et services multiculturels (Library and Archives Canada, 2005)

English: <http://www.collectionscanada.gc.ca/obj/005007/f2/005007-300.1-e.pdf>

French: <http://www.collectionscanada.gc.ca/obj/005007/f2/005007-300.1-f.pdf>

Multiculturalism is the co-existence of diverse cultures, where culture includes racial, religious, or cultural groups and is manifested in customary behaviours, cultural assumptions and values, patterns of thinking, and communicative styles.

Multicultural library services include both the provision of multicultural information to all types of library users and the provision of library services specifically targeted to traditionally underserved groups.

— *Multicultural Communities: Guidelines for Library Services*

Community-Led Libraries Tool Kit (Working Together Project: Library-Community Connections, 2008)

http://www.librariesincommunities.ca/resources/Community-Led_Libraries_Toolkit.pdf

Community-Led Service Philosophy Tool Kit

(Edmonton Public Library, Revised April 2012)

<http://www.epl.ca/sites/default/files/pdf/CommunityLedServicePhilosophyToolkit.pdf>

Primary materials of direct interest to multicultural communities are widely available online, for example through the *Europeana* portal, an access point for books and other information resources that have been digitized throughout Europe:

<http://www.europeana.eu/portal/>

2. THE MANIFESTO PREAMBLE

Cultural Diversity

To implement the *IFLA/UNESCO Multicultural Library Manifesto*, libraries are encouraged to first reflect on the Manifesto's definition of "cultural diversity" or "multiculturalism."

The definition quotes the *UNESCO Universal Declaration on Cultural Diversity* (2001).

"Cultural Diversity" or "Multiculturalism" refers to the harmonious co-existence and interaction of different cultures, where "culture should be regarded as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature; lifestyles, ways of living together, value systems, traditions and beliefs". — IFLA/UNESCO Multicultural Library Manifesto

Starting with this definition, libraries can begin to assess the cultural and linguistic make-up of the community they serve, and the broader community they could potentially serve. Initial questions include:

- *What are the different cultures currently served by my library?*
- *What are the different cultures present in my community that could be served by my library?*
- *What language(s) of service or information resources would make my library accessible to these cultures?*

Serving Diverse Communities

The preamble of the Manifesto also describes the function of libraries in the multicultural context. This is where the Manifesto links the recognition of cultural diversity to the opportunity for targeted services and strategies.

As libraries serve diverse interests and communities, they function as learning, cultural, and information centres. In addressing cultural and linguistic diversity, library services are driven by their commitment to the principles of fundamental freedoms and equity of access to information and knowledge for all, in the respect of cultural identity and values.

— IFLA/UNESCO Multicultural Library Manifesto

Following an initial analysis of the library's cultural communities and linguistic groups, a number of related questions can be posed in order to generate a basic understanding of existing and potential services, programmes and information resources:

- For each of the cultures served or potentially served by my library, what are some of the current services, programmes or information resources that are accessible?
- For each of the cultures served or potentially served by my library, what are some of the potential services, programmes or information resources that we could make accessible?

See **Appendix B, “Community Analysis and Needs Assessment”**, for a template to assist in the above reflection.

Libraries may also adopt a public consultation approach, which can involve collaboration and communication with local government, with institutions offering multicultural services, with community organizations, or with individual members of the library community. For an example of the public consultation approach; see “Meeting the Needs of Users” in *Multicultural Communities: Guidelines for Library Services*.

GROUPS TRADITIONALLY UNDERSERVED IN A MULTICULTURAL SOCIETY

1. Immigrant minorities

In this category are included permanent settlers who possess their own language(s) and culture(s) which are distinct from those of the host society. The category also includes the descendants of immigrants who continue to identify with their ancestral culture.

2. Persons seeking asylum

Refugees and residents with a temporary stay permit.

3. Migrant workers

In this category, temporary immigrant workers and their dependents are included. They are immigrants who do not intend to stay permanently, and whose legal status is that of temporary resident. They may eventually become permanent residents (category 1), depending upon the policies of their country of residence and their own wishes.

4. National minorities

These are indigenous or long-established groups with a long-standing and distinct ethnic, linguistic or cultural identity, distinct from that of the majority. They may use the main language of the country (such as the Swedes of Finland), or have substantially adopted the main language of the country (such as the Welsh or the Native Americans). National minorities may share their language or culture with majorities in adjoining countries, or may be confined to the country in which they are a minority.

— *Multicultural Communities: Guidelines for Library Services*

3. PRINCIPLES

The fundamental belief of the IFLA/UNESCO Multicultural Library Manifesto is that “each individual in our global society has the right to a full range of library and information services.” In support of this right, the Manifesto identifies four principles that serve as the way forward for delivering multicultural services, information, and access.

PRINCIPLE

✓ *Serve all members of the community without discrimination based on cultural and linguistic heritage.*

Service, Information, and Access

In the section above relating to the Manifesto Preamble, libraries are provided with a general approach and template (Appendix B) to conduct a “Community Analysis and Needs Assessment.” By identifying even a basic range of information about the identity and needs of

the community (including both users and non-users), libraries can begin to recognise local cultural and linguistic populations, the languages and scripts they understand, and the range of materials, programmes, and services that they may need access to.

PRINCIPLE

✓ *Provide information in appropriate languages and scripts.*

PRINCIPLE

✓ *Give access to a broad range of materials and services reflecting all communities and needs.*

Remember, special attention should be paid to groups which are often marginalized in culturally diverse societies: minorities, asylum seekers and refugees, residents with a temporary residence permit, migrant workers, and indigenous communities.

Staff and Training

The Principles can also provide ongoing points of reference as libraries seek to add to their collections, hire staff, or to make investments related to multicultural services. Equitable decisions in staffing are an essential aspect of implementing the Manifesto.

PRINCIPLE

✓ *Employ staff to reflect the diversity of the community, who are trained to work with and serve diverse communities.*

Ensuring all staff members have a clear understanding of the Manifesto and its principles also will enable libraries to integrate these principles fully into day-to-day operations. See **Appendix C, “Understanding the Manifesto: Workshop Handbook”**, which provides a step-by-step guide to inform staff, clients, and other community members about the Manifesto.

For additional considerations, see “The Principles of the Multicultural Library” in *Multicultural Communities: Guidelines for Library Services*.

4. MISSIONS OF MULTICULTURAL LIBRARY SERVICES

What is my library's Mission?

The *IFLA/UNESCO Multicultural Library Manifesto* identifies ten “Missions” for multicultural library services. The Missions represent specific areas of focus or objectives toward which the library is working as it implements multicultural programmes and services. In other words, the Missions express the library's specific reason for delivering multicultural services.

Adopting a Mission

A clearly expressed Mission can both support and enhance a library's broader mandate. As part of the implementation of the Manifesto, libraries are encouraged to draft and adopt an individual “Mission Statement” that clearly and concisely states the reason for delivering multicultural services.

A mission statement should be brief and easily understood not only by library staff, but also by members of the library community.

1. Review the Missions expressed in the Manifesto (listed at right) and use the “**Developing a Mission Statement**” tool provided in **Appendix E** to record key words or concepts that apply to your current services, or that define the type of multicultural services your library would like to implement. Consider the relationship between your multicultural services and issues such as information, literacy, education, and culture.

The descriptions of “The Role and Purpose of the Multicultural Library” listed in *Multicultural Communities: Guidelines for Library Services* (see below) are also useful to consider as you begin to develop your Mission Statement.

2. Draft a Mission Statement, using some of the key words you have recorded. Remember that the mission statement should be a brief, easily understood expression of your library's reason for delivering multicultural services.

MISSIONS

- ✓ *Promoting awareness of the positive value of cultural diversity and fostering cultural dialogue*
- ✓ *Encouraging linguistic diversity and respect for the mother tongue*
- ✓ *Facilitating the harmonious coexistence of several languages from an early age*
- ✓ *Safeguarding linguistic and cultural heritage and giving support to expression, creation and dissemination in all relevant languages*
- ✓ *Supporting the preservation of oral tradition and intangible cultural heritage*
- ✓ *Supporting inclusion and participation of persons and groups from all diverse cultural backgrounds*
- ✓ *Encouraging information literacy in the digital age, and the mastering of information and communication technologies*
- ✓ *Promoting linguistic diversity in cyberspace*
- ✓ *Encouraging universal access to cyberspace*
- ✓ *Supporting the exchange of knowledge and best practices with regard to cultural pluralism*

3. **Consult** staff, library clients, and members of the community to ensure your draft Mission Statement is understood and represents a practical expression of your library’s objectives.
4. **Adopt** your Mission Statement as a formal element of your library’s mandate. This step should include formally communicating your Mission Statement to your staff and library community, and incorporating the statement into official documents and publications, such as a library web site.

THE ROLE AND PURPOSE OF THE MULTICULTURAL LIBRARY

Libraries of all kinds play an important role in education, social engagement and global understanding. Library services, in reflecting the needs of the population they serve, impact greatly upon people’s lives.

As learning centres, libraries promote and provide access to learning materials, language programmes and other relevant materials in appropriate formats for lifelong learning. By providing this access the whole society has the opportunity to support educational needs in general, and learn about each other’s communities, understand each other’s linguistic needs, learn each other’s languages and gain knowledge of the wealth of experiences of different cultures.

As cultural centres, libraries preserve, promote, highlight and give voice to different cultures, including their heritage, traditions, literature, art and music. This access provides people from all cultures the possibility to experience and learn about diverse forms of cultural expression.

As information centres, libraries acquire, produce, organize, preserve and make accessible information that addresses the needs of all communities, as well as disseminating information on the culturally diverse communities.

— *Multicultural Communities: Guidelines for Library Services*

Examples

Your library’s mission for multicultural services may evolve over time to adapt to your community’s changing needs and the library’s own evolving capacity and resources.

Review your mission statement each year in order to evaluate your success in upholding that mission, or to adopt a new mission for the year ahead.

The following are examples of the range of potential Mission Statements libraries may adopt:

- Our library’s mission is to serve as an information centre that acquires and makes accessible information in languages relevant to our community.
- Our library’s mission is to provide access to learning materials and programmes that foster cultural dialogue.
- Our library’s mission is to support information literacy by assisting diverse cultural communities to access, understand, and interact in the digital environment.

Appendix G, “Core Actions – Toolkit Checklist” also provides context for the development of a multicultural Mission Statement.

5. MANAGEMENT AND OPERATION

The *IFLA/UNESCO Multicultural Library Manifesto* encourages libraries to recognise multicultural services as a central aspect of their operations, rather than seeing these as separate, optional services. To ensure these service features are fully integrated into library operations, multicultural services must also be integrated into the library’s strategic and operational plans. If possible, these services should also be supported by an approved multicultural services policy.

The library should have a policy and a strategic plan, defining its mission, objectives, priorities and services related to cultural diversity. The plan should be based on a comprehensive user needs analysis and adequate resources.
 — *IFLA/UNESCO Multicultural Library Manifesto*

There are a wide range of planning and policy models. For example, a formal policy document generally includes the following elements:

Title	A formal policy title such as “Multicultural Services Policy”.
Implementation Date	The date the policy is approved or takes effect.
Purpose	The specific service, operational decision, or objective addressed by the policy (see “Adopting a Mission” above).
Context	Relevant background information, such as finding from a “Community Analysis and Needs Assessment” (see Appendix A).
Content	The specific details of the policy; for example: the formal approach to providing access to multicultural web resources; multicultural staffing approaches; collection development commitments; multicultural program outlines, etc.
Roles and Responsibilities	The titles of staff or operational areas that must implement aspects of the policy, beginning with the highest member of the organization, down to key operational staff.
Evaluation and Review	The date and range of evaluation activities, to ensure results are assessed and the policy is renewed at regular intervals.
Definitions	A list of definitions for key terms used in the policy.
Contact Information	The title of the staff member or the operational area that should be contacted if there are questions about the policy.

Not all policies are written documents. A commitment to concrete action can also embody a library policy; for example, when a library acts on a decision to acquire materials in a range of languages.

Whether plans and policies are formal or informal, brief or comprehensive, in all cases they should be based on informed decisions. **Appendix F** provides a “**Decision Making Template**” designed to help libraries make informed decisions as part of their planning and policy-development initiatives. The template involves:

- Identifying the issue or issues that need a decision.
- Describing the existing planning or policy context.
- Recording key considerations relating to the library’s cultural communities, resources, and other important factors.
- Proposing a decision that will be approved and acted upon through a plan or policy.

COLLECTION MANAGEMENT POLICY

A collection management policy for multilingual and multicultural resources should form an integral part of the library’s overall Collection Management Policy.

— *Multicultural Communities: Guidelines for Library Services*

For a list of general considerations and specific requirements of a collection management policy for multilingual and multicultural resources, see *Multicultural Communities: Guidelines for Library Services*.

The Guidelines also provide detailed approaches to collection development considerations such as:

- Range of resources
- Multilingual Collection development and maintenance
- Bibliographic control
- Standards for book collections
- Acquisition Rates
- Electronic resource provision

6. CORE ACTIONS

The IFLA / UNESCO Multicultural Library Manifesto identifies “Core Actions” where library operations can embody a commitment to multicultural services, including:

- Collection development
- Resource allocation
- Program delivery
- Information access
- Outreach initiatives

Libraries can make use of the strategies and tools provided in the Implementation Kit in order to link these Core Actions directly to their operations.

See **Appendix G, “Core Actions – Toolkit Checklist”**.

The checklist encourages libraries to apply and evaluate the information, strategies, and tools contained in the implementation kit against each of the Manifesto’s Core Actions.

Through a systematic use of the toolkit, libraries can develop a comprehensive understanding of the degree to which multicultural services are a central aspect of their operations, and where opportunities continue to exist for further planning, action, and understanding.

The library staff is the active intermediary between users and resources. Professional education and continuing training focused on services to multicultural communities, crosscultural communication and sensitivity, anti-discrimination, cultures and languages should be provided.

— IFLA / UNESCO Multicultural Library Manifesto

CORE ACTIONS

- ✓ *Develop culturally diverse and multilingual collections and services, including digital and multimedia resources;*
- ✓ *Allocate resources for the preservation of cultural expression and heritage, paying particular attention to oral, indigenous and intangible heritage;*
- ✓ *Include programmes supporting user education, information literacy skills, newcomer resources, cultural heritage and cross-cultural dialogue as integral parts of the services;*
- ✓ *Provide access to library resources in appropriate languages through information organization and access systems;*
- ✓ *Develop marketing and outreach materials in appropriate media and languages to attract different groups to the library.*

— IFLA / UNESCO Multicultural Library Manifesto

7. STAFF

The IFLA/UNESCO Multicultural Library Manifesto recognises the vital connection between library staff and the cultural communities served by the library. To ensure a strong and productive link between these groups, the Manifesto recommends ongoing professional development, as well as staffing practices informed by the cultural and linguistic character of the community.

Skills of Library Staff

IFLA's *Multicultural Communities: Guidelines for Library Services* lists recommended "Skills of Library Staff".

Importantly, the list emphasizes communication initiatives, such as ensuring members of multicultural communities are aware of employment opportunities, and an understanding of how their skills align with the objectives of multicultural library services.

The staff of a multicultural library should reflect the cultural and linguistic characteristic of the community to ensure cultural awareness, reflect the community the library serves, and encourage communication.

— IFLA / UNESCO Multicultural Library Manifesto

Both for current and potential members of library staff, awareness of the aims and opportunities of the library's multicultural services can begin with a workshop on the *IFLA/UNESCO Multicultural Library Manifesto*. See **Appendix C, "Understanding the Manifesto: Workshop Handbook"**, which provides a step-by-step guide to inform staff, clients, and other community members about the Manifesto.

THE SKILLS OF LIBRARY STAFF

- Libraries should attempt to reflect the multicultural societies they serve by ensuring the staff truly reflect the different multicultural groups in the community.
- Libraries should implement positive action strategies to ensure that people from multicultural communities are aware of existing employment opportunities.
- Library authorities should encourage the employment of people with relevant linguistic and cultural knowledge, skills and abilities.
- Appropriate means of doing so include the adoption of local employment policies, creation of specific positions, and use of interns, trainees or cadetships.
- It is important that linguistic and cultural characteristics be appropriate for the tasks for which a person is employed, and that libraries recognise the wide range of categories of ability. These include oral fluency, reading and writing skills, familiarity with the general culture, and high-level formal education within the culture, or any combination of these.
- Library authorities should institute education programmes designed to enrich the cultural knowledge of their staff and improve their abilities in serving a linguistically and culturally diverse society.
- Library schools should encourage people of multicultural background to undertake courses in librarianship and related areas; library schools should ensure that all courses deal with multicultural issues.
- The cooperative use of library staff with appropriate expertise should be encouraged.

— *Multicultural Communities: Guidelines for Library Services*

8. FUNDING, LEGISLATION AND NETWORKS

Engaging governments and other decision-making bodies in the implementation of the *IFLA/UNESCO Multicultural Library Manifesto* will involve a broad range of opportunities and approaches depending on the capacity of the library and the form and functions of the governance structures in which it operates.

Governments and other relevant decision-making bodies are encouraged to establish and adequately fund libraries and library systems to offer free library and information services to culturally diverse communities.
— IFLA / UNESCO Multicultural Library Manifesto

IFLA's *Multicultural Communities: Guidelines for Library Services* provides information on "International Best Practice," including examples of international legislation, strategic policy, and dedicated programmes touching on library service and multicultural issues.

Canada: *Multiculturalism Act*

<http://laws-lois.justice.gc.ca/eng/acts/c-18.7/>

Denmark: *Act Regarding Library Services*

<http://www.bs.dk/publikationer/english/act/index.htm>

Estonia: *Public Libraries Act*

<http://www.wipo.int/wipolex/en/details.jsp?id=11072>

Norway: *Library Reform 2014*

<http://www.biblioteki.org/repository/PROJEKT%2018/Inspircje/Library%20Reform%202014.pdf>

England: *Welcome to Your Library*

<http://www.welcometoyourlibrary.org.uk/>

USA: *Welcome Stranger: Public Libraries Build the Global Village (Tool Kit)*

http://www.centrecountyreads.org/sites/centralpalibraries.org/files/ws_toolkit.pdf

Multicultural library services are in essence global. All libraries involved in activities in this field must participate in relevant local, national or international networks in policy development. Research is needed to obtain the data necessary to make informed service decisions and secure appropriate funding. Research findings and best practices should be widely disseminated in order to guide effective multicultural library services.

— IFLA / UNESCO Multicultural Library Manifesto

Libraries also are encouraged to distribute copies of the Manifesto (**Appendix A**) and to conduct workshops in to generate understanding and support for the aims of multicultural library services. **Appendix C, "Understanding the Manifesto: Workshop Handbook"**, which provides a step-by-step guide to inform staff, clients, and other community members about the Manifesto.

9. IMPLEMENTING THE MANIFESTO

The *IFLA/UNESCO Multicultural Library Manifesto* encourages recognition and communication of the document's principles and actions.

The international community should recognise and support libraries and information services in their role of promoting and preserving cultural and linguistic diversity.

— IFLA Multicultural Library Manifesto

In order to assist with recognition and communication efforts, see **Appendix C, “Understanding the Manifesto: Workshop Handbook”**, which provides a step-by-step guide to inform staff, clients, and other community members about the Manifesto.

IFLA is also developing a brief information video to help communicate the key elements of the Manifesto and the objectives of multicultural services. The video will be made accessible online via IFLA's Library Services to Multicultural Populations Section at <http://www.ifla.org/mcultp>.

PROMOTION OF MULTICULTURAL LIBRARY SERVICES

A number of specific factors that can familiarise multicultural communities about their library services, as well as encourage their use, include:

- Free public access and use of services;
- Signage in the languages of the main user groups or, where appropriate, international symbols;
- Multilingual resources, including periodicals, newspapers and multi-media;
- Marketing strategies to provide relevant services to multicultural communities;
- Collections which are easily accessible;
- Communication between the library and its users reflecting the linguistic diversity of the community;
- Library website in languages which reflect the linguistic diversity of the community;
- Use of ethnic media in the community;
- Promotion of multilingual library services to politicians and decision makers.

— Multicultural Communities: Guidelines for Library Services