

FORMAT		
1. Name of resource	Library Services for the Poor	
2. Location	https://www.ala.org/ala/ourassociation/governingdocs/policymannual/servicespoor.htm	
3. Alternative location		
4. Author[s]	American Library Association (ALA)	
5. Publisher/producer/host	American Library Association (ALA)	
6. Year	2007	
7. Suggested citation	American Library Association, Library Services for the Poor, https://www.ala.org/ala/ourassociation/governingdocs/policymanual/servicespoor.htm	
8. Languages in which available	English	
9. Geographic area resource relates to	USA, with wider relevance	
10. Does the resource relate to a specific time frame?		
11. Type	Report	
	Toolkit/Framework/Roadmap	Yes
	Sign-post to other resource (database)	
	Case studies	
	Other	Policy
12. If this is part of an initiative, what is the initiative?	ALA Policy Manual	
COLLECTIONS AND COLLECTIONS-BASED INSTITUTIONS		
13. Explicit links to collections	Yes	
14. Explicit links to museums/libraries/archives	Yes	
15. Types of institutions the resource covers	Museums	X
	Archives	X
	Libraries	X
	Other	X
16. Does the resource relate to specific disciplines?	Arts, humanities and social sciences: philosophy, psychology, religion, social sciences, law, politics, language, arts and recreation, architecture, literature, history,	X

	geography and ethnology, anthropology, archaeology	
	Science, natural history, technology, medicine, engineering, manufacturing	
17. If no explicit links to collections, justification for inclusion		
HOW IT CONTRIBUTES TO SUSTAINABLE DEVELOPMENT		
18. Collections-related activities the resource relates to (mark all that apply)		
Develop collections to protect and safeguard wider cultural and natural heritage more effectively , for example by targeting collecting to threatened forms of heritage in strategic ways		X
Use collections to promote learning and educational opportunities that contribute to sustainable development more effectively , for example education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development and/or skills development relating to collections		X
Use collections to promote cultural participation/social inclusion more effectively , for example by reducing barriers to participation, to ensure no-one is 'left behind'		X
Use collections to promote sustainable tourism more effectively , for example by developing new products based on local cultural heritage, and/or considering the rights of stakeholder groups in relation to collections		
Use collections to support research that contributes to sustainable development (including all forms of personal and self-directed research at all levels that make use of stored collections) more effectively, for example by providing effective facilities, collections and information to meet researchers' needs		
Make decisions around collections that contribute to sustainable development more effectively		
i. employment (recruiting, staff training, staff safety)		X
ii. energy consumption, greenhouse gas emissions, reduction, monitoring and reporting		
iii. waste management and reduction of waste		
iv. transport (forms of transport, energy use)		
v. commercial activities including copyright and IP		
vi. governance and management		X
vii. security, disaster preparedness and risk reduction		

Direct external leadership, partnerships and collaborations towards sustainable development more effectively , for example by developing impactful partnerships	X
19. Does the resource relate clearly to any international conventions (mark all that apply)?	
Culture conventions:	
1952, 71 Protection of Copyright and Neighbouring Rights	
1954 Protection of Cultural Property in the Event of Armed Conflict	
1970 Fighting Against the Illicit Trafficking of Cultural Property	
1972 Protection of the World Cultural and Natural Heritage	
2001 Protection of the Underwater Cultural Heritage	
2003 Safeguarding of the Intangible Cultural Heritage	
2005 Protection and Promotion of the Diversity of Cultural Expressions	
Rio Conventions:	
Convention on Biological Diversity (CBD), Convention to Combat Desertification (UNCCD), Framework Convention on Climate Change (UNFCCC)	
AIMS AND CONTENT	
20. What issues does the resource aim to address?	<p>“The American Library Association promotes equal access to information for all persons, and recognizes the urgent need to respond to the increasing number of poor children, adults, and families in America. These people are affected by a combination of limitations, including illiteracy, illness, social isolation, homelessness, hunger, and discrimination, which hamper the effectiveness of traditional library services. Therefore it is crucial that libraries recognize their role in enabling poor people to participate fully in a democratic society, by utilizing a wide variety of available resources and strategies. Concrete programs of training and development are needed to sensitize and prepare library staff to identify poor people's needs and deliver relevant services. And within the American Library Association the coordinating mechanisms of programs and activities dealing with poor people in various divisions, offices, and units should be strengthened, and support for low-income liaison activities should be enhanced.”</p>
21. Intended audience of resource	American libraries and librarians
22. Process of development	<p>“The ALA Policy Manual includes brief statements of policies adopted by the ALA Council.</p> <p>The full text of pertinent position statements, policies, and procedures is retained in the "Current Reference File" at ALA Headquarters. Outdated policies will be retained in an historical file at the ALA Headquarters. Both of these files</p>

	<p>will be available at the ALA Headquarters and at the Midwinter and Annual meetings.</p> <p>The ALA Policy Manual is divided into two sections: Organization and Operational Policies, and Positions and Public Policy Statements.</p> <p>Where ALA has made a position statement applicable to the operation of libraries, ALA accepts that statement for its own relevant operations.” (ALA Policy Manual)</p>
23. Organisation/structure/contents	[set of policy objectives, see below under Frameworks]
FRAMEWORKS	
24. Framework structure	<p>The policy statement consists of a set of policy objectives that can be considered as a framework:</p> <ul style="list-style-type: none"> • Promoting the removal of all barriers to library and information services, particularly fees and overdue charges. • Promoting the publication, production, purchase, and ready accessibility of print and nonprint materials that honestly address the issues of poverty and homelessness, that deal with poor people in a respectful way, and that are of practical use to low-income patrons. • Promoting full, stable, and ongoing funding for existing legislative programs in support of low-income services and for pro-active library programs that reach beyond traditional service-sites to poor children, adults, and families. • Promoting training opportunities for librarians, in order to teach effective techniques for generating public funding to upgrade library services to poor people. • Promoting the incorporation of low-income programs and services into regular library budgets in all types of libraries, rather than the tendency to support these projects solely with "soft money" like private or federal grants. • Promoting equity in funding adequate library services for poor people in terms of materials, facilities, and equipment. • Promoting supplemental support for library resources for and about low-income populations by urging local, state, and federal governments, and the private sector, to provide adequate funding. • Promoting increased public awareness--through programs, displays, bibliographies, and publicity--of

	<p>the importance of poverty-related library resources and services in all segments of society.</p> <ul style="list-style-type: none"> • Promoting the determination of output measures through the encouragement of community needs assessments, giving special emphasis to assessing the needs of low-income people and involving both anti-poverty advocates and poor people themselves in such assessments. • Promoting direct representation of poor people and anti-poverty advocates through appointment to local boards and creation of local advisory committees on service to low-income people, such appointments to include library-paid transportation and stipends. • Promoting training to sensitize library staff to issues affecting poor people and to attitudinal and other barriers that hinder poor people's use of libraries. • Promoting networking and cooperation between libraries and other agencies, organizations, and advocacy groups in order to develop programs and services that effectively reach poor people. • Promoting the implementation of an expanded federal low-income housing program, national health insurance, full-employment policy, living minimum wage and welfare payments, affordable day care, and programs likely to reduce, if not eliminate, poverty itself. • Promoting among library staff the collection of food and clothing donations, volunteering personal time to anti-poverty activities and contributing money to direct-aid organizations. • Promoting related efforts concerning minorities and women, since these groups are disproportionately represented among poor people.
25. Relevant policy considerations	Yes
26. Resources for implementation identified	Yes
27. Specific assessment points/indicators/milestones/action plan for monitoring	No
28. ASPECTS OF SUSTAINABILITY COVERED BY RESOURCE (mark all that apply)	
People (social sustainability)	X

Planet (environmental sustainability)	
Prosperity (economic sustainability)	X
Peace	X
Partnerships	X
29. CROSS-CUTTING CONSIDERATIONS COVERED BY RESOURCE (mark all that apply)	
Gender perspectives	X
North and South perspectives	
HOW THE RESOURCE CONTRIBUTES TO AGENDA 2030 AND THE SDGs	
HOW AGENDA 2030 AND THE SDGs FEATURE IN THE RESOURCE	
30. SDGs and Agenda 2030 specifically mentioned?	No
31. SDGs specifically mentioned?	No
32. SDG targets specifically mentioned?	No
33. SDG indicators specifically mentioned?	No
SDGs AND SDG TARGETS AND LINKAGES	
34. Comments on SDG linkages	The resource supports a range of SDGs and targets, including 1.1 (eradicate extreme poverty), 1.2 (eradicate poverty in all its dimensions), 1.3 (support social protection measure), 1.4 (ensuring everyone can access services), 1.5 (reduce the vulnerability of the poor), 1.B (pro-poor policies), 4.4 (staff skills and supporting skills development of people experiencing homelessness, refugees, and unaccompanied children), 4.5 (removing barriers in education faced by particular social groups), 4.7 (Education for Sustainable Development, both for those experiencing homelessness and others, combatting prejudice), 4.A (effective learning environment), 9.1 (sustainable and inclusive infrastructure for economic development and wellbeing), 10.1 (targeted programmes to support those on lowest incomes), 10.2 (promote universal social, economic and political inclusion), 10.3 (removing discriminatory policies and procedures), 10.4 adopting policies and procedures for greater inclusion), 11.1 (access to housing and basic services), 11.7 (safe, welcoming and inclusive public spaces), 11.B (adopting Disaster Risk Reduction approaches that promote inclusion and reduce people's exposure to risk), 16.6 (effective, accountable and transparent institutions), 16.7 inclusive decision making,

	16.10 (access to information and protecting fundamental freedoms), and 16.B (upholding and adopting laws and policies for sustainable development), and 17.17 (cross-sector partnerships).
35. SDGs and SDG targets the resource helps advance	
<p>SDG 1: End poverty in all its forms everywhere 1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</p>	<p>Number of educational programmes that explore poverty as a multidimensional and complex issue, and that empower people to act to address extreme poverty.</p> <p>Number of educational programmes that are targeted towards people living in extreme poverty.</p> <p>Proactive steps taken to ensure that all people, including those living in extreme poverty, can access services.</p> <p>Promotion of poverty-reducing programmes, locally and worldwide, focussed on those in extreme poverty.</p> <p>Proactive support for economically disadvantaged and marginalized people in supply chains.</p> <p>Pro-poor decisions incorporated into all forms of operations, including financial decisions.</p> <p>Transparency in reporting on the supply chain, incorporating actions to address extreme poverty locally and worldwide.</p>
<p>SDG 1: End poverty in all its forms everywhere 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p>	<p>Number of programmes drawing on collections (educational, awareness-raising, research, partnerships) that explore poverty as a multidimensional and complex issue, and that empower people to act to address poverty in all its forms.</p> <p>Number of educational programmes that are targeted towards people living in poverty.</p> <p>Proactive steps taken to ensure that all people, including those living in poverty, can access services.</p> <p>Collections development to support such programmes.</p> <p>Promotion of poverty-reducing programmes, locally and worldwide.</p>

	<p>Proactive support for economically disadvantaged and marginalized people in supply chains.</p> <p>Pro-poor decisions incorporated into all forms of operations, including financial decisions.</p> <p>Transparency in reporting on the supply chain, incorporating actions to address poverty locally and worldwide.</p>
<p>SDG 1: End poverty in all its forms everywhere 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p>	<p>Number of programmes drawing on collections (educational, awareness-raising, research, partnerships) that aim to empower people to make use of social protection systems, and that raise awareness of issues faced by people requiring social protection.</p> <p>Number of educational programmes that are targeted towards people requiring social protection systems.</p> <p>Proactive steps taken to ensure that all people, including those requiring various forms of social protection, can access services.</p> <p>Collections development to support such programmes.</p> <p>Promotion of social protection programmes, locally and worldwide.</p> <p>Proactive support for people in social protection systems in supply chains.</p> <p>Pro-poor decisions incorporated into all forms of operations, including financial decisions.</p> <p>Transparency in reporting on the supply chain, incorporating actions to address poverty locally and worldwide.</p>
<p>SDG 1: End poverty in all its forms everywhere 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and</p>	<p>Numbers and proportions of people from particular groups using collections in comparison with demographics in broader society.</p> <p>Numbers of people accessing collections.</p> <p>Number of targeted programmes that aim to enhance access to collections by disadvantaged groups.</p>

<p>other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p>	<p>Sustainable tourism that enhances local communities' access to basic services, ownership and control over land and other forms of property (including cultural and natural heritage), as well as to technology and markets.</p> <p>Involvement of people from disadvantaged groups in decision-making activities and processes relating to collections and collections-based institutions.</p>
<p>SDG 1: End poverty in all its forms everywhere 1.5 By 2030, build resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.</p>	<p>Number of collecting programmes that aim to build resilience to climate-related events and other shocks and disasters, for example by forming collections that can contribute to related educational and research programmes.</p> <p>Number of educational programmes drawing on collections that incorporate resilience perspectives.</p> <p>Number of targeted programmes drawing on collections that are aimed at vulnerable groups, to build their resilience to climate-related and other shocks and disasters.</p> <p>Number of research programmes drawing on collections that are aimed at building resilience to climate-related and other shocks and disasters.</p> <p><i>Strengthen the resilience of employees, communities and suppliers by paying at a minimum the living wage and offering insurance to employees and their families, such as accident insurance; and by paying fair prices to all suppliers</i></p>
<p>SDG 1: End poverty in all its forms everywhere 1.B Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions</p>	<p>Number of policies and policy frameworks that support targeted, accelerated investment to eradicate poverty.</p>
<p>SDG 4. Ensure inclusive and equitable quality education and promote lifelong</p>	

<p>learning opportunities for all</p> <p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>	<p>Number of young people and adults in skills-development activities and programmes drawing on collections, for employment, decent jobs and entrepreneurship</p> <p>Increase in number of young people and adults in such programmes</p> <p>Number and proportion of staff who have received training in the last year, to better support their contribution to the SDGs.</p> <p>Programs and processes in place to ensure the availability of a skilled workforce.</p>
<p>SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations</p>	<p>Number of educational and/or training programmes drawing on collections directed to meet the particular needs of persons with disabilities.</p> <p>Number of educational and/or training programmes drawing on collections directed to meet the particular needs of Indigenous peoples' groups.</p> <p>Number of educational and/or training programmes drawing on collections directed to meet the particular needs of children in vulnerable situations.</p>
<p>SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender</p>	<p>Numbers of people in each type of programme drawing on collections from different demographic groups.</p> <p>Increases in numbers of people in each type of programme from different demographic groups.</p> <p>Proportion of people involved in such programmes in relation to overall audience size.</p> <p>Evidence that learners have acquired knowledge and skills to promote sustainable development.</p>

<p>equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p>	
<p>SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 4.A Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all</p>	<p>Number and proportion of education facilities that are child, disability and gender sensitive.</p> <p>Proportion of education facilities that provide safe, non-violent, inclusive and effective learning environments for all.</p> <p>Number and type of initiatives to improve effectiveness of learning environments.</p> <p>Support given to other education facilities to make them more inclusive and effective.</p>
<p>SDG 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p>	<p>Development of research-useful collections to support reliable, sustainable and resilient use by researchers and others.</p> <p>Number and proportion of collections facilities and stores that support economic development and human well-being.</p> <p>Number and proportion of collections facilities and stores that provide affordable and equitable access for all.</p> <p>Investment in collections facilities.</p> <p>Inclusion of collections information in regional and transborder initiatives, notably via digital access for discoverability.</p>
<p>SDG 10. Reduce inequality within and between countries 10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average</p>	<p>Policies in place for fair pay in line with national recommendations.</p> <p>Policies in place to ensure equal pay for equal value.</p> <p>Policies in place, and reporting mechanisms in place, to ensure transparent information on inequality within organisations, and to address inequality in income.</p>

	<p>Policies in place to actively support markets and market access for low-income groups and populations, at any point in the value chain.</p> <p>Targeted programmes to support those on lowest incomes, and zero income.</p>
<p>SDG 10. Reduce inequality within and between countries 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>	<p>Collections development to ensure that collections effectively meet the needs of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p>Numbers and proportions of people making use of collections in relation to the demographic of the local population.</p> <p>Numbers and proportions of people involved in focused programmes aimed at promoting social, economic and political inclusion.</p> <p>Numbers and proportions of people from different demographic groups involved in decision-making processes relating to collections and collections-based institutions.</p> <p>Number and types of partnerships that build relationships with marginalized groups, individuals and communities.</p>
<p>SDG 10. Reduce inequality within and between countries 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>	<p>Identification of discriminatory policies and practices, with clear plans to address these, to ensure equal opportunity for all and reduce inequalities of outcome.</p>
<p>SDG 10. Reduce inequality within and between countries 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p>	<p>Number and proportion of policies that proactively address equality issues relating to fiscal, wage and social protection considerations.</p>

<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p>	<p>Number of programmes drawing on collections (educational, awareness-raising, research, partnerships) that promote access to adequate, safe and affordable housing and basic services.</p> <p>Proactive steps taken to ensure that all people, including those in vulnerable situations, can access information on housing and basic services, overcoming cultural and language barriers.</p> <p>Collections development to support such programmes.</p> <p>Promotion of adequate housing programmes, and programmes to provide basic services, both locally and worldwide.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities</p>	<p>Numbers of people accessing collecting institutions from different demographic groups, notably women, children, older people and persons with disabilities.</p> <p>Increases in numbers of people accessing collecting institutions from different demographic groups.</p> <p>Measures taken to remove barriers to access green and public spaces.</p> <p>Extent of green space provided by collections institutions.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>11.B By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for</p>	<p><i>11.B.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030a</i></p> <p>Disaster Risk Reduction strategies and plans in place, in line with the Sendai Framework for Disaster Risk Reduction, to ensure collecting institutions and collections are factored into planning, and contribute effectively to Disaster Risk Reduction.</p>

<p>Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels</p>	
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.6 Develop effective, accountable and transparent institutions at all levels</p>	<p>16.6.2 Proportion of the population [audience/users/non-users] satisfied with their last experience of public services Access to information, and accountability policies and mechanisms, in place.</p> <p>Effective institutional arrangements, both for own working and for working in partnership with other sectors, in place.</p> <p>Plans and arrangements in place for extraordinary circumstances such as natural and human-caused disasters.</p> <p>Effective arrangements in place to fulfil legal and social obligations and responsibilities.</p> <p>Effective arrangements in place for transparent communication and reporting of institutional performance.</p> <p>Effective arrangements in place for transparent decision-making and accountability.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>	<p>16.7.1 Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions 16.7.2 Proportion of population [audience/users/non-users] who believe decision-making is inclusive and responsive, by sex, age, disability and population group</p> <p>Decision-making addresses societal, environmental and economic challenges related to the community, considering short-term and long-term risks and opportunities.</p> <p>Decision-making draws on diverse backgrounds, viewpoints and interests, reflecting a broad base of stakeholders, and working to promote inclusion and provide effective services for all of society.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective,</p>	<p>Adopt and implement constitutional, statutory and/or policy guarantees for public access to information.</p> <p>Plans in place, and plans implemented to enhance public access to information relating to collections.</p>

<p>accountable and inclusive institutions at all levels. 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p>	<p>Plans in place, and plans implemented to support fundamental freedoms, in line with human rights, national and international agreements and legislation.</p> <p>Plans and procedures in place for public access to information relating to the operation and management of collections-based institutions.</p> <p>Complaint mechanism in place for public to use where public access to information and fundamental freedoms not supported or fulfilled.</p>				
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.B Promote and enforce non-discriminatory laws and policies for sustainable development</p>	<p><i>16.B.1 Proportion of population [audience/users/non-users] reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law</i></p> <p>Number and proportion of policies that incorporate sustainable development considerations, in the full sense of recognizing all three of social, economic and environmental considerations.</p>				
<p>SDG 17. Partnerships for the goals 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>	<p><i>17.17.1 Amount of United States dollars committed to public-private and civil society partnerships</i></p> <p>Number and/or increase in number, and diversity of local, national and regional multi-stakeholder (public, public-private and civil society) partnerships that address the SDGs drawing on collections, or that otherwise involve collections-based organisations and institutions.</p>				
1	2	3	4	5	6
7	8	9	10	11	12
13	14	15	16	17	