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MAZVYDAS  
NATIONAL  
LIBRARY OF  
LITHUANIA



## PROJECT "LIBRARIES FOR INNOVATION"

# THE RESEARCH OF LIBRARIES' STAFF AND OTHER GROUPS CONCERNED 2011

*(Instruments 5, 6 and 7)*

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# 1. Research Methodology

The research was based on two qualitative research methodologies:

- Structured in-depth interviews
- Focused group discussions

## 1.1. Sample Size and Sampling

Target groups of this research were the following:

- Experts related to public libraries and the project "Libraries for Innovation"
- Directors of public libraries
- The staff of urban public libraries or their rural branches who is already working or planning to work with public Internet access

For the recruitment of libraries' directors and staff, the Client provided lists of contacts that were used during recruitment.

During the survey of the libraries' staff, librarians from 8 Lithuanian regions (Marijampole, Alytus, Kaunas, Utena, Panevezys, Siauliai, Telsiai and Taurage) were interviewed.

## 1.2. The Research Instrument

While conducting the survey, standardized discussion guides provided by the Client were used (Instrument 5, Instrument 6 and Instrument 7).

In comparison to the research instruments of 2010, during the preparation for the study for this year, discussion guides were corrected in accordance with the Client and with intentions to evaluate the Project impact during one year.

## 1.3. Technical Report of the Survey Conduction

In total, the following were conducted:

- ✓ 8 structured in-depth interviews with experts (conducted in Vilnius)
- ✓ 2 focused group discussions with libraries' staff (20 members of libraries staff in total participated in the focused group discussions) in Vilnius and Siauliai
- ✓ 2 focused group discussions with libraries' directors (20 of libraries' directors participated in the focused group discussions) in Palanga.

## 2. Summary of the Research Results

### ***Innovations and New Content in Public Libraries*** (indicators 8B, 9A and 8C)

During the last year, changes regarding services provided by public libraries were marginal. They were more related to the provision of modern services, nevertheless, they slightly “touched” traditional services as well. The same as during the previous year, changes regarding modern services remained the same as the ones that emerged in 2008 and 2009, therefore, they were perceived as **continuous micro changes that were taking place in individual libraries during different stages during the entire period of the project “Libraries for Innovation”**. Traditional services changed slightly during the last year – after libraries were allocated greater financial support, the pool of books was slightly renewed in libraries.

**Due to the project “Libraries for Innovation”, libraries introduced more novelties during the last year.** They updated the contents of the trainings intended for visitors, organized promotions more actively to encourage people to use Internet resources, communicated with institutions from the public sector in order to encourage the usage of e-services, organized charitable promotions and continued developing the activities of clubs that formed due to the translations organized during the Project implementation period.

Internet websites of most of the libraries were renewed during the last year using internal library resources. The general tendency of the perception of a growing importance of Internet websites of libraries’, which emerged previous year, was more intense last year. **Libraries’ staff and directors realized the importance of Internet websites – they initiated and tried to renew the content and looks of their own libraries’ websites** and make them more interactive for the visitors.

**When analysing the changes which occurred during the past four years** of Project implementation<sup>1</sup>, a clear tendency is apparent – the perception of libraries services has changed. Unlike in the beginning of the Project, the libraries’ staff started perceiving modern services as inherent from today’s library and the grouping of libraries’ services to traditional and modern ones has been slowly becoming of lesser importance. This indicates an apparent assimilation of modern technologies and libraries’ activities.

When analysing the changes related to the libraries’ internet websites a following tendency is apparent – libraries’ staff and directors’ perception about the importance of internet websites has changed. While only the small number of participants agreed that internet website is important to the libraries survival and development in the survey of 2008, research participants in 2011 already perceived the internet website as an important communication channel which can attract new visitors.

### ***Competencies and Motivation of Libraries’ staff to use Information Technologies*** (indicators 2A, 2C and 2H)

According to the evaluations of the research participants, the abilities of libraries’ staff to use IT improved during the last year. Currently they are one of the strongest skills libraries’ staff has, in comparison to other skills. **During the last year, urban libraries’ staff evaluated their abilities to use IT more positively, meanwhile, the libraries’ staff of rural libraries more often expressed their doubts regarding their IT usage skills.** The motivation of libraries’ staff to learn using IT increased during the last year as well. **Libraries’ staff participated in trainings and courses organized due to the project “Libraries for Innovation” even more actively.** The main factors enhancing the motivation last year included the desire of the libraries’ staff themselves to improve, changing needs of libraries’ visitors, the initiative of directors and the fear to lose the job. The same as during the previous year, libraries’ staff indicated that limited knowledge of the English language is the main barrier in learning to use new IT. Bearing in mind the data of the previous researches, we may claim that the **need to learn English remained relevant during the entire project “Libraries for Innovation” implementation period. Moreover, while the libraries’ services and the competences and functions of libraries’ staff were changing, this need was only growing.**

While comparing the skills of libraries’ staff and visitors, it was noted that there are still some visitors whose skills are more superior to the knowledge of the libraries’ staff. Nevertheless, the general tendency

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<sup>1</sup> The changes were identified while executing comparative analysis of 2008, 2009, 2010 and 2011 qualitative surveys’ secondary data.

is gradually changing – **the skills of libraries' staff are getting stronger and at the present moment they are sufficient to consult visitors having average skills.**

The same as during the previous year, while discussing safe behavior online, it turned out that libraries' **staff and directors were aware of various online threats while using the Internet and they knew how to protect themselves from these threats.** They got the most information regarding this during the trainings of the project "Libraries for Innovation". **More problems, in the opinion of the research participants, emerge while seeking to ensure safe online behavior of visitors.** Visitors and the public are being introduced by libraries' staff mostly during **various presentations or events** when diverse means provided by the Project are used and also during **different trainings organized on this topic.**

**When analysing the changes which occurred during 2008-2011 while implementing the project „Libraries for innovation“, the following tendencies are apparent:**

During the Project the perception of IT regarding its use as a working tool has changed. If the 2008 survey revealed that libraries' staff avoid using IT and perceive it as a service rather than a working tool, then during the Project this perception has changed and in the 2011 survey IT is already perceived as inherent libraries' staff working tool used on a daily basis.

The factors stimulating libraries' staff motivation to use and learn using IT have changed through the Project. If according to the surveys of 2008 and 2009 libraries' staff motivation was highly related to the stress of losing job, then according to the surveys of 2010 and 2011, libraries' staff inner motivation to improve and learn tendentially increased, which according to the research participants was prompted by Projects educational activities and programs.

### ***Support for Public Libraries Having PIA (Indicators 10A and 10B)***

The same as during the previous year, **technical maintenance of computer equipment was evaluated as insufficient, especially in rural areas and branches,** where due to the insufficient number of IT specialists the libraries' staff does not always receive the help from an IT specialist.

According to the research participants, during the last year, **methodical material provided by the project "Libraries for Innovation" was useful and satisfied the needs of both libraries' staff and directors.** The trainings of public relations, advocacy, andragogy, computer literacy and the English language were evaluated especially positively. In terms of the need for different courses and trainings, research participants indicated that they were in need for psychological knowledge regarding work with people, conflict management and self-control.

**To compare the data of 2008 survey and the data of 2009-2011 surveys,** it is apparent that once the Project has started the evaluation of the methodical help for the libraries has essentially changed. The methodical help received before the Project was perceived as being formal, while its content being too distant from the daily work and, thus, difficult to apply in practice. However the methodical help which was received during the Project was highly appreciated as being up-to-date, of high quality and useful for long-term use.

Meanwhile the technical maintenance in the libraries remained unchanged during the Project and was perceived as insufficient mostly because of insufficient number of IT specialists who maintain libraries computers.

### ***Information Technologies Skills of Public Libraries' Visitors and Practice (Indicators 3A, 3B and 3E)***

**The tendencies that emerged during the previous year remained present last year as well.** Libraries' staff and directors noted that the **visitors had more self-esteem and they were using PIA for more various purposes.** The **skills of libraries' visitors to use PIA strengthened even more** during one year. Visitors improved general PIA usage skills, they started using Internet resources, e-services and communicated and participated in social websites more often. **The contribution of libraries' staff – training and consulting libraries' visitors – had a great impact on the changes in the skills of libraries' visitors. Representatives of other public sector institutions contributed to the improvement of skills as well. They collaborated with the libraries' staff in order to promote their e-services.** Visitors were **also encouraged by constantly changing novelties and tendencies of modern technologies.**

According to the research participants, **libraries' visitors were aware of the various threats of Internet.** During the last year, the abilities of libraries' visitors to protect themselves from online threats

improved and they currently vary between weak and average. Nevertheless, while using the Internet, most of the libraries' visitors still **lack responsibility** and often **do not feel interested in protecting the public library computers** from virus threats.

**When analysing the changes which occurred during the Project** it is apparent that most tendencies indicated in the survey of 2011 remained obvious during the whole Project implementation: public libraries' visitors' skills to use IT improved, visitors gained more practical knowledge, their self-confidence increased. Factors influencing visitors' skills remained tendentious during the Project: visitors were induced by constantly changing tendencies of modern technologies and improving circumstances to use IT. Also it is apparent, that during the Project research participants increasingly emphasized libraries' staff contribution to improving visitors' skills.

### ***Specific, Hard to Reach Social Groups and Their Experience of Using PIA (Indicators 4B, 4C, 2D and 4D)***

Talking of specific, hard to reach social groups, it appeared that **children** from families at social risk and those whose parents left to work abroad and **the seniors are currently one of the most active libraries' visitors, therefore, in contrast to the previous year, they were not attributed to specific and hard to reach target groups.** Furthermore, as distinct to the previous year, seniors **were not considered as a highly sensitive group in terms of using modern technologies.** On the contrary, this group was defined as **active and motivated to learn** using information technologies. The **function** of libraries as **a favorable social space is especially strengthening and, in turn, ensuring the social needs of special, hard to reach social groups.** However, in terms of the satisfaction of the needs of the disabled, it is agreed that currently libraries are not ready to appropriately serve this social group. **The evaluation of knowledge and skills of libraries' staff to serve users having special needs did not change during the last one year.** The same as during the previous researches, in general, this knowledge of libraries' staff was evaluated as **one of the weakest skills and one of the poorest knowledge of the libraries' staff.**

**When analysing the changes which occurred during 2008-2011 while implementing the project „Libraries for innovation“, the following tendencies are apparent:**

During the Project seniors PIA usage practice has changed: if in the beginning of the Project seniors were timidly using PIA and were described as one of the most sensitive groups regarding IT, then in the end of the Project they were already perceived as active PIA users, who willingly use and learn using both IT and PIA.

During the project "Libraries for innovation" implementation, due to the Project activities and initiatives, the libraries' attention to the specific hard to reach social groups increased. However the libraries' activities and initiatives to attract these groups and to meet their needs remained fragmented during the Project and were lacking the strategy as well as purpose orientation.

During the whole project "Libraries for innovation" implementation period the needs of disabled were least satisfied by the libraries. Even though during the Project some novelties and innovations intended for specific needs of disabled were implemented, these measures, however, were perceived as insufficient in terms of meeting the specific needs of disabled.

The evaluation of skills and knowledge of libraries' staff to serve users having special needs remained unchanged during the Project: even though, there were special trainings regarding user having special needs attendance organised by the Project, however these libraries' staff skills improved only in theoretical level, and over the time while not applied in practice – diminished.

### ***The Benefit Individuals and the Community Receive due to IT (Indicators 7B and 7C)***

During the last year, the perception enhanced that the benefit provided by public Internet access to the community and individuals showed in two main closely inter-related ways – through **the improvement of the quality of life and the reduction of social disjuncture.**

The perception of libraries' staff of particular economical and social benefits provided by PIA did not change during the year. The same as during the previous year, libraries' staff **emphasized social benefits of PIA the most.** Modern technologies create opportunities for all individuals to get and use information, communicate and participate in social life, despite the age, education, place of residence or other qualities.

During the last year, the attitude of experts towards the benefit provided by public Internet access to the community was more **holistic and encompassing both social and economical benefits of PIA**.

**During the past four years** the libraries' staffs' and directors' perception of PIA benefits for the community changed only slightly – the research participants focused more on the social PIA benefit. The research participants of the separate surveys identified various social PIA benefits, however when assessing the tendencies it is apparent that generally all these social benefits are associated to the reduction of social disjuncture (and its increasing importance especially in the rural areas) and improvement of life quality. Meanwhile the perception of economical PIA benefit remains the same during the Project – according to the research participants this benefit is self-evident and occurs in two main ways – through saving the money and time.

### ***Libraries in Public Space (Indicators 5A, 5B and 2B)***

During the last year, changes in the libraries' mission were mostly related to the expanded missions – **educational mission and social-communal mission**. The core mission of libraries is currently perceived as a mission of a complex nature – it embraces informational, cultural, educational and social-communal mission. **During the discussion regarding the libraries' mission, an opinion claiming that the mission of libraries is to provide novelties distinguished**. It is an important move, it is a threshold indicating that libraries accepted the novelties introduced in them and started perceiving offering these novelties to the community as a part of their mission. **It was noted that, due to the diminished number of cultural centers, the importance of the role of libraries increased more in rural areas rather than in urban areas**. The changes in tendencies of emotional image of the library in general remain the same as in previous researches. **Library is perceived as younger, more open, having gained more skills of communication with others, bravery and self-esteem**.

Libraries' staff perceives the advocacy of a library **exceptionally** as a **duty of directors**. Meanwhile, the advocacy of the libraries' staff is perceived as an **activity performed daily while communicating with library's visitors**. During the research, an opinion emerged that **libraries' staff does not have sufficient advocacy skills**. Although the advocacy skills of libraries' staff improved during the last year, **they are currently still in lack of practical and psychological knowledge and skills**.

**When analysing the evaluation of libraries' reputation, public perception and profile during the Project, the following changes and tendencies are apparent:**

During the Project the perception of libraries role has significantly changed: if according to the data of 2008 the library performed the role of passive service intermediary, then during the Project this role has changed and according the data of 2011 survey, the library is already perceived as a multiple service provider, the centre of information, culture, education and community attraction.

During the Project the libraries mission perception has changed. In 2008 the main libraries mission was related to the "promotion of reading". During the Project this perception has changed: the libraries mission was already perceived as being of a complex nature i. e. involving more than one mission, which strengthened and increased during the Project respectively. When comparing the perception of libraries mission in the beginning and in the end of the Project – another important nuance became apparent – in 2011 as a part of libraries mission emerges the novelty provision.

During the Project the perception of advocacy has been changing as well. If in 2008 the advocacy was perceived as single-action activity rather than a sequence of activities and related solely to the presentation of new services, then during the Project this perception has changed – libraries' staff started to perceive the advocacy as a complex activity concerning all services of the library.

The perception of the importance of advocacy has changed as well – in the beginning of the Project an attitude was dominating that library in the society is a value in itself, which doesn't need advocacy and advertising, during the Project this kind of attitude has changed – according to the data of 2011 survey the advocacy is already perceived and recognized as important activity for the libraries.

### ***Local, Regional and National Funding of Libraries (Indicators 6A and 6B)***

During the last year, the funding allocated to libraries was evaluated as **insufficient** and the **financial support and the attention intended for PIA were the main reasons which determined the remaining popularity of libraries among visitors and counterbalanced limited funding of traditional services**. Libraries' staff and directors perceived the ensurance of libraries' funding as being **entirely the responsibility of the government**. Meanwhile, the perception of the responsibility of libraries is rather limited. According to the libraries' staff and directors, libraries are responsible for getting the funding from the municipality and attracting additional funds by writing proposals for various projects. Nevertheless, this perception is changing slowly and we currently notice **more and more attempts** of

libraries' staff and directors **to receive financial support from business institutions/companies**. These attempts have been **sporadic, fragmentary** so far, however, at the same time they are indicating a growing **interest, consciousness and initiative of the libraries' staff**.

**When analysing the evaluation of libraries funding during the Project**, it is apparent the funding provided for libraries was perceived as problematical and insufficient during the whole Project implementation period. Meanwhile the financial support for PIA has increased in the beginning of the Project and remained stable during the rest Project implementation period.

During the Project libraries' attitude towards the new, alternative funding source search has changed: libraries began seeking more actively for alternative funding sources.

While discussing the future opportunities of PIA funding a certain concern of research participants was apparent during the whole Project. However, in 2011, towards the end of the Project, this attitude started to change – the passive concern, which was dominating during the earlier surveys in 2011 survey is slowly being replaced by more concrete ideas and plans for PIA funding after the Project is finished.

### 3. Innovations and New Content in Public Libraries

#### 3.1. *Indicator 8B. New Content and Services in Libraries*

*- Libraries' staff and directors are starting to perceive modern libraries' services as traditional, integral services of libraries -*

The same as previous year, while discussing about public libraries and their services, research participants mostly generalized them by dividing them into two main groups: **traditional services** (book dispense, press received by subscription and events) and **modern services** (public Internet access, trainings, copying, scanning). However, when purposefully asked to name the services provided in libraries, their directors and staff spontaneously classified them as the ones that are **paid for** (copying, printing, rent of premises and sales of books) and **free of charge services** (lending books, periodical press, public Internet access and trainings). In such a way, they joined the traditional and modern services into one group. **We may make an assumption that the mentioned classification of services indicates a shifting attitude of libraries' staff and directors towards libraries' services. Libraries' staff and directors start perceiving modern libraries' services as common, integral services of libraries. Thus, grouping libraries' services to traditional and modern ones is slowly becoming of lesser importance and is giving way to new topicalities.**

In terms of the public libraries' services most valued by visitors, the opinions of the research participants differentiated. In contradistinction to the previous year, **in the opinion of libraries' staff and directors, visitors are appreciating modern services of libraries– trainings and public Internet access – the most.** Meanwhile, in the **opinion of most of the experts**, today visitors appreciate **traditional services and books dispense** the most. While discussing this subject, **two opinions complementing each other emerged.** They created the grounds to believe that the evaluation of libraries' services differentiated according to the general supply of modern services and their availability in the area. According to the libraries' staff, residents of rural areas were mostly appreciating modern services of libraries, because the supply of these services in rural areas is limited (*"They are grateful for copying, because there is no other place around where you could make a copy" – libraries' staff*). Meanwhile, according to some of the experts, there are much more opportunities to use modern services in urban libraries, therefore, the visitors of urban libraries are still appreciating the traditional libraries' services and books dispense more (*"If it's townspeople, then they are interested in the more conservative service – the dispense of books" – an expert from the Parliament*).

According to the research participants, especially experts, it is rather difficult to evaluate the changes of services that happened during the one year, as they were more of a continuous nature and took place in libraries during different stages of the project "Libraries for Innovation" implementation (*"A term of one year is too short for evaluation of changes" – an expert from the Parliament; "It is difficult for me to define it in one year. I would say it's a change of a few last years, as we imagine this traditional library in real..." – an expert from Information Society Development Committee*). The changes of modern services noted by the research representatives remained similar to those of the previous year:

- ✓ A strengthened **technical base of libraries:**
  - New PIA access points were established in rural libraries (*"In all rural branches Internet was established" – libraries' staff; "During the last year, when it is the last stage, free of charge Internet is being established everywhere for "Libraries for innovation"" – directors*).
  - (Mentioned occasionally) libraries were provided with new information technologies (*"We received a photo camera and a video camera", "There are more computers", "The most up to date computers are in rural libraries. All attention during the last years was paid to equip rural libraries with computers" – libraries' staff; "We got more computers" – directors*).
- ✓ Improved **Internet speed** (*"They installed fiber optic, Internet is speedier" – libraries' staff; "Broadband Internet is now in libraries" – directors; "It changed through Internet connection, speed and quality. I am aware that it is developing fast in that area, because this is mainly our goal – to provide the connection services well" – an expert from the Ministry of Transport and Communications*).

- ✓ **User trainings** started being organized and implemented in all libraries (*"All small rural libraries started training users" – the directors*).
- ✓ **Specialized trainings intended for particular user groups** started (*"I was missing children and I started leading the sessions for mothers having small children. I am organizing puppet-plays, shows and I attract them in such ways" – libraries' staff; "Group trainings are especially for that age group" – the directors*).

Meanwhile, the **traditional services, according to the directors improved slightly during the last year**. When government marginally increased the funding intended for libraries, they received slightly more books than they did during the previous year<sup>2</sup> (*"We got a bit more of books than the previous year..." – directors*).

During the discussion, libraries' staff also indicated services that **libraries were still missing**:

- ✓ An opportunity to organize film nights (*"We have this idea that we do not have a cinema, so we would like to have it in the library. Of course, we don't have premises, we are not sure regarding the copyrights, but we still want to make it", "Literary video recordings. Screenings... They are very popular among us. For our events" – libraries' staff*).
- ✓ Services of providing e-books (*"We are missing electronic books", "Lithuanians working abroad don't have the opportunity to download electronic books", "There is no such chance to log in and read" – libraries' staff*).
- ✓ An opportunity to provide the service of color printing (*"Color printing – we are not offering it, because it's expensive. "Libraries for Innovation" is not providing funds for it and in general... Library has such a printer which could print color copies, but it only prints black and white, nobody buys a color cartridge – libraries' staff*).
- ✓ An opportunity to communicate online in private (*"There is no place where to stay in private when you want to talk, there is no such a place", "Correct, there is no place where to talk on Skype" – libraries' staff*).
- ✓ (Mentioned occasionally) an opportunity to pay for the services by card and use other digital services (*"Banking services; they can't read chip cards", "It can't read passport data, e-signatures, but there is a need, it happens once or twice in some time" – libraries' staff*).
- ✓ (Mentioned occasionally) specialized books intended for trainings (*"There is a lack of good specialized books for trainings" – libraries' staff*).
- ✓ (Mentioned occasionally) an opportunity to download larger files (*"The opportunities to download data – not movies, but bigger files – are only emerging" – libraries' staff*).
- ✓ (Mentioned occasionally) the library working hours are inconvenient for middle aged working people.

Also, as the libraries' staff stated, libraries currently do not have the opportunity to deliver books or press home to any visitor who would like to receive them (*"Our people want to get books delivered home", "The demand is greater than we can deliver – we are delivering books, but we don't have enough time" – libraries' staff*).

### **3.2. Indicator 9A. Cases of Innovations in Libraries Brought by the Project**

*- Project "Libraries for Innovation" encouraged libraries to look at the services they were providing from a new perspective and to look for new ways, new activities and initiatives -*

While discussing the novelties introduced in libraries due to the project "Libraries for Innovation" during the one last year, libraries' staff spontaneously mentioned that the major novelties implemented during the entire period of the Project implementation were the following: computerization of libraries, establishment of public Internet access and computer literacy trainings (*"The most up to date computers*

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<sup>2</sup> The traditional service funding is not the area of the Project activities.

are in rural libraries. All the attention during the last years was paid to equip rural libraries with computers. Internet connection is established in all rural libraries", "It's been the third year that the trainings are present. During the last year, they were continuing them" – libraries' staff).

While asking purposefully regarding the particular areas of activity, libraries' staff and directors indicated the following novelties that emerged in libraries due to the Project during one last year:

- ✓ **Renewed contents of trainings** that were organized in libraries ("Trainings about safe Internet are there now", "We are continuing and expanding this content. Firstly, the basics and then we are training to perform other tricks like e-banking and so on", "One of the latest trainings are regarding making video recordings, taking pictures and uploading them to a website. We were learning these things in spring and now we are training others" – libraries' staff).
- ✓ **Promotions encouraging the usage of Internet resources** were organized in libraries ("We were encouraging people in our village to create blogs, we organized such a promotion, but seniors were not too much interested", "We lead the lessons for older students, because we wanted to show them EBSCO and other databases" – libraries' staff).
- ✓ **Visitor clubs and groups that formed** due to the Project translations **are carrying on and developing their activities further on** due to libraries ("Due to translations, we have a club for seniors now. The translations are over, but we are still meeting once a month – library continued this activity" – libraries' staff).
- ✓ Libraries **contributed more actively to the publication and advertising of other e-services of the public sector:** using online population census and e-services of Sodra (State Social Insurance Fund Board of the Republic of Lithuania) and State Tax Inspectorate ("We participated in the activity of online population census – it was very popular – people are too shy to do it themselves and they ask you to register them", "They come from the tax inspectorate, show all their novelties and the library ladies know it afterwards" – libraries' staff; "It's new that other people around also provide trainings, it's not only libraries' staff. There were employees from Sodra who came and introduced their system, they showed and explained how to use their program. They knew that we will tell the residents later on about these services and will expand their knowledge" – directors).
- ✓ **Initiatives of a charitable nature** were organized in libraries more actively ("We have shelves for exchange with a note "A reader to a reader", so everyone can bring a book or borrow it" – libraries' staff).
- ✓ Libraries initiated **meetings with local government and politicians** more actively ("We organized a seminar which was attended by libraries' staff, politicians of our city, community chairmen and during which we were solving library's problems", "We have such an event as well. Business people were invited also. This is a new type of event" – libraries' staff).  
  
(In urban libraries) An opportunity emerged to return books at any time of the day by leaving them in special **boxes for returning books** ("There is a box where you can leave the books at any time. You can find these boxes in urban areas, but they are not yet present in villages", "These boxes are perceived very positively, although they are a bit too shy to use them still...", "Some people are very surprised how this can be happening", "It's very convenient" – libraries' staff). During the discussion libraries' staff indicated they used this service themselves as well ("I thought that it's a nonsense, but when I used it myself, I realized that it's useful" – libraries' staff).
- ✓ (In rural libraries) **Wireless Internet was established** ("We have wireless Internet now", "If we are referring to rural areas, then – yes...", "You approach any house in the village and you can connect..." – directors).
- ✓ (Mentioned occasionally in directors' FGD) Due to Project translations, libraries' staff gained more knowledge which was applied while renewing their **Internet websites** (for more information, please, refer to Indicator 8C).

It was difficult for experts to discuss about novelties and innovations that emerged in libraries during the last one year due to the Project, as the one year period is too short ("Actually, well, this project consists of, how shall I put it, of continuing activities which lasted from one year to another, no matter, if you wished it to be so or not" – expert from the Ministry of Transport and Communications) and the content of the questionnaire is relevantly specialized. During this one year, in the opinion of experts, continuous projects and novelties that were being implemented during the entire Project period continued being implemented in libraries further on.

Libraries' staff and directors unanimously agreed that **the novelties implemented in libraries were mainly intended for libraries' visitors, nevertheless, most of them were especially relevant to seniors and people of older age.** In terms of particular novelties, in the opinion of these TG

representatives, information regarding safe behavior online and abilities to use e-services and other Internet resources are especially relevant to people of older age and rural residents (*"Now, when the post office was shut down, the older ones have to go somewhere to pay their bills", "There is nothing else in this village, only one single library remained" – libraries' staff*). Trainings, in the opinion of libraries' staff and directors, are intended the most for the seniors (mentioned occasionally – relevant to housewives as well), meanwhile, these services are not relevant to children and the youth (*"The youth and children don't even need to be taught" – libraries' staff*). Wireless Internet, in the opinion of these TG representatives, is the most relevant to students having their own laptops.

These novelties, in the opinion of libraries' staff and directors', are useful both to libraries and their visitors. In terms of the provision of novelties to libraries, their staff and directors distinguished a few of them:

- ✓ The novelties, in the opinion of these TG representatives, naturally serve like advertising and **make libraries more popular and improve their image** among the public (*"They are advertising our presence, the image of the library has improved", "We are becoming visible" – directors*).
- ✓ Due to novelties, **the authority and importance of libraries** in the community **is increasing** (*"We feel needed", "The community appreciates it more", "Let's say, if you want to close that single one library in the village which, in my perception, is required by like only three old men and librarians, it's a mission impossible. You can't close the library, because they will crash its windows", "In comparison to other institutions of culture... For example, we have 700 visitors per day and in another hall they only get such a number in a month or so – this is libraries' prestige" – directors*).
- ✓ Implemented novelties are used as **arguments "for" in order to receive the necessary funding for the library** (*"Being directors of institutions, we face the issue that we have to protect our institution, because all is balancing on the edge of closure – primary schools, cultural institutions, etc. And our spectrum of services is wide, the interest of people is huge, therefore, these are good arguments to protect ourselves", "Let's say, even if they won't contribute by providing some money, as promised, at least they won't charge that much" – directors; "When libraries are more modern, they [local politicians, the government] are showing more respect" – libraries' staff*).

In terms of the impact of novelties and innovations on visitors, in the opinion of libraries' staff and directors, these novelties are **reducing social disjuncture and are improving the quality of life**. Due to visitor clubs and groups organized in libraries, libraries are becoming an **attractive social space** for visitors (*"Psychological climate is good in the library. People with similar interests meet and understand each other" – libraries' staff, "We are the institution where a person who comes in is not afraid to ask, he or she is not afraid to be thought of stupid" – directors*), Meanwhile, trainings and promotions encouraging to use Internet resources in libraries **provide the opportunity** to the visitors to **gain and develop various competences** (*"We are the intermediaries who are leading them to modernity", "[Visitors] are not excluded from the realia", "It helps to improve" – directors*) and to simply save money and time (*"It's improving the quality of life – you can make an appointment with the doctor or buy tickets", "It lets you save some money" – libraries' staff*) (for more information, please, refer to Indicator 7B).

### **3.3. Indicator 8C. [Increased] The Scope of Local Contents Online**

*- Libraries are paying more and more attention to increasing the interaction of websites -*

The importance of Internet websites, in the opinion of libraries' directors, is undeniable. It is a channel advertising the library and publicizing it, which can attract new visitors and especially relevant for public libraries for which other channels of publicizing are much more difficult to reach. Directors admitted that Internet websites of libraries have to be changed and renewed today. However, while discussing the changes implemented in libraries' websites during the last one year, some of the libraries' directors and libraries' staff indicated that no changes occurred (*"It did not change anyhow" – directors, "Everything is the same as before at our place" – libraries' staff*). Also, it was mentioned occasionally that the changes in Internet websites were stopped intentionally waiting for support from the project "Libraries for Innovation" (*"We are hoping it's going to change", "We are waiting for the project", "We stopped it a little bit" –*

directors). Despite what has been mentioned, most of this TG representatives indicated that they had been renewing and changing their Internet websites in one way or another by using internal resources during this one year.

While analyzing the changes mentioned by libraries' staff and directors that occurred in libraries' websites during the last one year, the following tendencies may be noted:

- ✓ In most of the Internet websites, **contents and information changed:**
  - Information regarding libraries, their provided services and their branches was renewed and delivered in a more comprehensive way (*"The information regarding branches is provided separately" – libraries' staff; "There is something provided regarding each branch – you can check the services provided" – directors*).
  - Rubrics changed and new ones, specialized ones appeared, for example, intended for regional studies or children (*"There are more rubrics. We grouped them for base, news and services", "We created a separate website for children", "We are paying more attention to regional studies, we are providing information about fellow-countrymen, we are issuing the magazine "Radviliskio krastui" and are uploading pdf formats" – directors; "Our manager writes reviews about writers and books...", "We are writing about fellow-countrymen" - libraries' staff*).
  - Information regarding promotions, events and news is renewed more often, in a more operative and affluent way in Internet websites (*"We started uploading more information", "We are writing about new books, exhibitions, we are inviting to attend courses", "We are putting the info regarding various promotions" – libraries' staff; "We are including the latest information on time and in a timely manner" – directors*).
- ✓ Some Internet websites **became more interactive:**
  - Special movies for training and providing information were started being uploaded into libraries' Internet websites (*"We started creating and uploading reportages regarding events that took place at ours", "We created such a movie on how to use the self-service system, it teaches the reader to use it – how to come and how to put the book on the self-service machine..." – directors*).
  - Libraries' staff is reacting more actively to visitor queries and suggestions and correct and complement the contents of the libraries' websites respectively and reply to queries received (*"Of course, we react. We are trying to answer and to thank for that e-mail"-directors*).
  - Opportunities to order library's newsletter, to use *Youtube* platform when administering the website and to create libraries' blogs emerged (*"After the courses of "Libraries for Innovation", which were intended for web.2.0 platform trainings, blogs, Youtube accounts, RSS and subscription for newsletters came into existence..." – directors*).
  - Libraries' introduction in social websites, for example, [www.facebook.com](http://www.facebook.com), is being developed further on (*"Yes, we have Facebook as well" – directors*).
- ✓ Also, mentioned occasionally:
  - New Internet websites were created due to project "Libraries for Innovation" (*"Due to this project, we created our website. We did not have it before" – libraries' staff*).
  - The design of Internet websites was changed and renewed (*"We fixed the design. We initiated it ourselves" – libraries' staff*).

It is obvious that the tendency of the perception by libraries' staff of the growing importance of Internet websites that emerged during the previous year, was even more immense during the last year. **Libraries' staff and directors perceived the benefit of Internet websites and initiated the renewal of Internet websites and also tried to renew their websites themselves** in terms of both the content and the appearance and make them more interactive for visitors.

As the libraries' staff and directors referred that they collaborated with **various agencies and institutions regarding Internet websites**. The most often these are institutions from the public sector: municipalities, wards, schools, associations, museums, tax inspectorate, tax exchange or non-governmental organizations, for example, clubs or festivals. In terms of Internet websites, it is also being collaborated with companies from the private sector and local media representatives: newspapers or television. In fact, **collaboration** regarding Internet websites **is mostly limited to information exchange**: news, links and information regarding events is being exchanged (*"We are putting into our website the most important news from the municipality and they are sharing our most important news" – libraries' staff*). However, it is important to emphasize that **single and different cases of collaboration**

**practice occur as well: exchanging advertising banners, barter exchange, renting premises for advertising** (*"Television asked us to put their banner into our website and they are promoting our events" – directors*).

According to the libraries' staff, the same as during the previous year, usually a particular person – a member of the libraries' staff or an IT specialist – is assigned for **administering Internet websites** in libraries. According to the libraries' staff, they usually prepare the material for the internet website and the responsibility of the person administering the Internet website is narrowed to uploading the information into the website (*"We have a librarian who renews the content. We are giving all information to him and he is responsible for the provision of the contents, so that it looks aesthetic and neat" – libraries' staff*).

It was difficult for the experts to discuss and evaluate particular innovations and novelties in libraries' websites and particular cases of libraries' collaboration with other institutions regarding Internet websites due to especially specific content of the questionnaire. However, in general, **experts evaluated the collaboration of libraries with other institutions regarding Internet websites positively**. It is **necessary to develop such collaboration**, in their opinion, especially in terms of the **sector of public services**. Such cooperation, in the opinion of experts, **is useful universally** – in such a way, **additional value** for libraries' visitors is **created** and **it is being encouraged to use the services of public sector institutions** (*"If libraries have fantastic websites, why should we bother the resident and ask him or her to log in some government portal. In the library's portal there should be links to all general government services... It all has to be integrated" – expert from The Ministry of Transport and Communications*).

*- The changes indicated by research participants remained the same during the whole implementation period of project "Libraries for innovation" and mostly covered the expansion of modern services in the libraries –*

**Comparing the 2008 survey data with the data of 2009 and 2010 surveys**, a clear tendency is apparent – **during the Project the perception of library services has changed**. According to the data of 2008 survey, during the discussion about library services the research participants emphasized traditional services. Meanwhile, according to the data of 2009 and 2010 surveys, **research participants perceived modern services as already inherent from today's library**. This tendency was supplemented with the data of 2011 survey, which revealed that, grouping libraries' services to traditional and modern ones is slowly becoming of lesser importance. This indicates an apparent assimilation of modern technologies and libraries' activities: modern services has become a part of libraries service spectrum and now is inherent from today's library.

**2009-2010 surveys participants related the new content and services introduced in the libraries during the Project implementation, to the emergence of modern services and activities of project "Libraries for innovation"**. The changes indicated by research participants remained the same during the whole implementation period of project "Libraries for innovation" and mostly covered the expansion of modern services in the libraries: the strengthened technical base of libraries, establishment of new PIA access points, libraries' staff and user trainings. During the past 4 years of Project implementation new modern services (scanning, copying, etc.) were introduced in the library, new content available through the internet (books, articles) has been created, new services (consulting, training) concerning internet resources and e-services were introduced. Innovations introduced in the libraries during the past 4 years through the project "Libraries for innovations" are inherent from the new content and services in the libraries. When analysing in general the data of 2008-2011 surveys, the following changes can be distinguished: **due to the project "Libraries for innovation" the libraries' staff gained more knowledge and skills regarding use of information technologies, training and otherwise promoting the usage of information technologies**.

When analysing the changes related to the libraries internet websites which occurred during the past four years a following tendency is apparent – **libraries' staff and directors' perception about the importance of internet websites has changed**. While only the small number of participants agreed that internet website is important to the libraries survival and development in the survey of 2008, **research participants in 2011 already perceived the internet website as an important communication channel which can attract new visitors**. The main tendentious changes implemented during the Project involve the internet website content renewal, new rubric and higher internet website interactivity creation. Also a following tendency is apparent – **the collaboration regarding the Internet websites between libraries and public sector institutions intensified during the Project**. While in

2008 this was only an idea of possibility for the libraries to collaborate and exchange information with municipalities or other institutions internet websites which was expressed by the expert target group, in 2010 survey this was already discussed as *de facto* existing form of libraries collaboration.

## 4. The Abilities and Motivation of Libraries' Staff to Use Information Technologies

*- Information technologies have become an integral tool of libraries' staff work. Increasing association of modern IT with libraries, which was noticed previous year, remained evident during the last year as well -*

**Most of the libraries' staff claimed that they used information technologies on a daily basis while performing most of their activities and they could not imagine their work without information technologies.** Thus, the increasing association of modern information technologies with public libraries, which was recorded the previous year, remained obvious during the last year as well. As we will see further on in the report, it slightly changes the perceived mission of libraries (*for more information, please, refer to Indicator 5B*).

Research participants indicated the following IT benefits provided to the libraries' staff and their work:

- ✓ **Libraries' staff improved their qualifications** (*"It increases the qualification of employees" – directors*).
- ✓ **The image of libraries' staff became more attractive and more modern.** By such means, the stereotypical perception of a librarian is being slowly changed (*"It's prestige, especially in the village", "Imagine, a librarian knows how to declare income, thus, the social status emerges at once", "The opinion has changed – from a library woman with glasses lying on her nose and a sweater in her hand to a bright person working with a computer who can be approached and asked for something" – directors*).
- ✓ IT helped **the libraries to diminish their expenses** (*"We communicate among each other online only", "This is much cheaper", "We are scanning newspapers and magazines, because we are short of material. Moreover, it is much quicker to send a scanned copy to another branch" – directors*).

While discussing the skills of libraries' staff to use information technologies, the same as previous year, libraries' staff, directors and experts unanimously agreed that these **skills of libraries staff improved during one year.** The increasing tendency of libraries' staff abilities to use IT remained noticeable during the last year as well (*"They are improving and improving", "Confidence in your own abilities emerged, especially for rural employees" – directors*). Moreover, when comparing the evaluations of various skills of libraries' staff, we noted that **the skills of libraries' staff to use IT were evaluated by all research participants as one of the strongest skills of the staff.**

The same as the previous year, directors and libraries' staff indicated that individual skills and abilities of the staff were different and they depended on the personal abilities of the librarian. However, differently from the previous year, in the opinion of the research participants, the abilities are influenced by the age of the librarians (*"It depends on the age" – directors*) and the "urban"/ "rural" factor. **Staff of urban libraries evaluated their IT usage skills better, meanwhile, the libraries' staff from rural libraries expressed doubts regarding their IT knowledge more often.** On the one hand, it was mentioned occasionally that in central urban libraries more varied IT are used which are not yet available in branches and rural libraries (*"We already have a camera ...", "We don't have it, but I would like to learn how to use it..." – libraries' staff*). The employees of libraries' branches for children have the most doubts related to their IT usage skills while serving adult visitors (*"I can deal with children, but if I had to serve adults, I am not sure how would that be" – libraries' staff*).

While discussing the factors that are currently encouraging and motivating libraries' staff to learn to use new IT, libraries' staff and directors indicated a few factors. In the opinion of the research participants, libraries' staff is **motivated by:**

- ✓ **Their own desire to improve** (*"I don't want to be spastic", "It's an inner feeling", "We don't want to lag behind at all" – libraries' staff; "There is a need, you don't even need to encourage*

them, they come and ask..." – directors). It may be noted that libraries' staff and directors are very interested in increasing their qualification. As the directors claimed, this interest was especially obvious among their employees – libraries' staff were actively participating in the trainings organized due to the project "Libraries for Innovation", they were learning things more and more often individually or by consulting each other ("I haven't met a single librarian, even in rural areas, who would not be willing to learn" – directors; "Earlier we would hardly get them to come to trainings and now they are making bookings for trainings themselves" – directors).

- ✓ **The needs of most of the visitors** ("A visitor comes and asks", "They [visitors] are always asking to help them on something" – libraries' staff).
- ✓ **Insecurity and fear to lose the job** which are remaining strong motivational factors as well ("They are learning, because they can lose their job", "If you don't improve your qualification, you won't be able to serve and then it's a "Thank you very much" and you lose your job" – directors).
- ✓ (Mentioned occasionally in by the TG of directors) **Libraries' directors are also encouraging** the libraries' staff to improve ("We are encouraging them ourselves", "We are training our rural employees ourselves – we invite them in groups and we train them" – directors).

According to the libraries' staff and directors, often there is a lack of time, especially in rural areas, to learn to use the latest information technologies due to increased workload ("In the village, one person has to participate everywhere. Being the only one doing all this, you just can't make it..." – directors). The lack of English language knowledge hinders the learning ("The problem with foreign languages is especially relevant...", "Libraries' staff needs to know English and another foreign language badly" – directors). In the opinion of the managers, libraries' staff would be highly motivated to learn by a tangible reward and newer technologies ("The main motivator would be money", "Now the salaries are reduced and the workload increased", "New technologies would be good, because the visitors have far more powerful computers and we have old equipment..." – directors).

Most of the libraries' staff and directors indicated that **the situations when a member of libraries' staff is not able to help the visitor are becoming less and less frequent** ("It's been a long time since I could not help" – libraries' staff). In the cases when such situations happen, they are mostly specific, e.g. related to the lack of some specific knowledge ("They are coming and asking us to teach them how to use Autocad", "I have also had such a situation– they wanted to buy a computer and were asking about technical stuff – how powerful it is, etc. I am not competent to answer these sort of questions" – libraries' staff) or technical problems ("There is no program, so the visitor can't open the files" – libraries' staff, "They come holding laptops and asking to turn them on because they can't do it themselves. These are really technical issues" – directors).

Commonly, libraries' staff are trying to solve the mentioned situations on their own or by consulting their colleagues ("We installed a demo version...", "I look for information online", "I ask what my colleague thinks" – libraries' staff). In case a member of libraries' staff is not able to do it by him/herself, in the opinion of directors, libraries' staff are looking for help everywhere: by consulting and IT specialist or sending the visitor to this specialist (if any available), by consulting other visitors, by approaching other institutions ("We enquire Sodra, if we have something related..." – directors). Also, in the directors' point of view, the help to rural libraries' staff is more often more difficult to get than for urban teams ("In a village, a person is left on his/her own, he or she has to invite an IT teacher from the school", "It's easier for central libraries' staff, because they can easily get a computer person. It's worse in rural libraries – they are alone" – directors). Such situation, in the eyes of directors, is buffered by the opportunity of rural libraries' staff to consult urban libraries' representatives ("My supervisor is working with rural libraries' staff; if something happens, they are calling to the public library" – directors) or **by the special forum created by "Libraries for Innovation" where libraries' staff can consult each other** ("Libraries for Innovation" created an individual website where only the employees can log in with passwords and they communicate there with each other" – directors).

In terms of the feeling the libraries' staff experiences in such situations, libraries' staff admits that it is unpleasant ("It's a shame when you can't help, I feel uneasy...", "It's embarrassing to be like this in front of the visitor, as he or she came her and expected help..." – libraries' staff), however, they also rationally perceive the limits of their abilities ("We are not Solomons ...", "To install the mouse, to disassemble a computer? I don't agree with this. This is something for an IT person. It's enough for the librarian to have his own duties, you can't give more", "Knowing everything is impossible" – libraries' staff).

While comparing the skills of the libraries' staff and visitors, research participants indicated that depending on the situation sometimes various cases occur ("Various things happen" – libraries' staff). According to the libraries' staff and directors, there are still some visitors whose skills are more advanced than the knowledge of the libraries' staff. The general tendency, however, is slowly changing. **The skills of libraries' staff are becoming stronger and stronger and currently they are sufficient to consult visitors having average skills** ("From all those who need help, we can help the average ones", "Considering the average, our skills are the same", "I know more than the readers" – libraries' staff).

According to the directors, **the skills of libraries' staff are more developed than those of seniors and most of the visitors of average age, but are less developed than the ones of younger visitors, especially students** ("If it's pensioners, then, we, the libraries' staff, are better, we outperform them", "We have to give way to students", "Those who have secondary education, who are over 30 years old, they are not studying anywhere else and are behind our libraries' staff", "I agree with my colleagues. Students are smarter", "Older schoolchildren as well – they are drawing, they can do anything..." – directors). According to the libraries' staff, visitors having well established skills in one area might lack skills in another area, thus, from this point of view, **libraries' staff have an advantage, as the spectrum of their knowledge and skills is wider than that of visitors** ("Their skills are not so diverse. They know how to surf the net or something else, but that does not mean that they know how to use Word or Excel", "Libraries' staff is better at the library program" – libraries' staff). The TG of directors also occasionally mentioned that the skills of urban and rural libraries' staff differed. **The skills of rural libraries' staff were weaker than those of urban libraries' staff**, however, the skills of rural libraries' visitors were less developed, respectively, **thus libraries' staff skills meet the skills of library visitors both in rural and urban areas** ("In rural areas, the knowledge is smaller, but the scopes are big, therefore, you have to have more knowledge, but in rural areas there are less requests, smaller needs and the knowledge in branches is lower" – directors).

#### 4.1. **Indicator 2A. [Improved] Skills and Knowledge of Libraries' Staff to Use Information Technologies**

- *There are no doubts regarding the abilities of libraries' staff to use the computer. Meanwhile, the skills of using computer programs were evaluated worse -*

The abilities of libraries' staff to use the computer and computer programs were evaluated the same by libraries' staff and directors – this is **strong knowledge, nevertheless, to be improved further**. Meanwhile, according to the evaluation of most of the experts, these skills of libraries' staff are strong ("They definitely know how to use the computer and computer programs" – expert from the Association of Local Authorities). An assumption can be made that such a different evaluation is, on the one hand, influenced by the fact that most of the experts based the evaluations of libraries' staff skills on intuition, but not on actual experience. On the other hand, during the research, a tendency emerged that libraries' staff and directors **evaluated skills and knowledge of using computer programs more critically**, meanwhile, **they evaluated the abilities and skills of the libraries' staff to use the computer as well established knowledge**. Some experts shared the same opinion ("Using computer programs is difficult, if you want to use them in full capacity and not just the standard 10 per cent" – expert from The Parliament).

The main reason why libraries' staff and directors evaluated the skills of using computer programs as weaker than the computer usage skills, in the eyes of TG representatives, is the **variety and common usage of computer programs** ("If the program is changing", "New versions come up and you have to learn again. It is difficult to do it on your own" – directors, "It is not necessarily that all the programs are well known by a librarian. Maybe some twelve-grader wants to use some more sophisticated program. Using the computer is one thing. Using computer programs might be a bit more problematic, though" – expert from the Association of Local Authorities). Also, according to directors, libraries' staff is not able to use all the knowledge regarding computer programs gained during the courses in practice and, in turn, **knowledge and skills that are not used get forgotten in time** ("It happens that they didn't need it, there was no one close to help and remind", "You need to repeat it, renew it in order to deepen the knowledge. After all, Words differ as well...", "Repetitive sessions could be there, you need practical knowledge" – directors).

The same as the previous year, most of the libraries' staff claimed that they renewed their computer knowledge skills during the last year during various courses and trainings ("Yes, it changed, trainings took place, these were the most intense trainings", "It improved in all areas - Word, Excel, it was sort of revision..." – directors; "We learnt to use Skype, to make ppt slides, use the Excel..." – libraries' staff). According to libraries' staff, they are learning not only during trainings, but they also revise and review their knowledge while training others ("The employee is telling things to other people and reviews things for himself" – directors). Nevertheless, according to directors, during the last year, greater attention was paid to development of libraries' staff skills to use Internet resources, therefore, less attention was paid to the knowledge of libraries' staff to use computer programs ("We mostly dived to Internet, a lot of other things remained out of the way" – directors). In the opinion of directors, libraries' staff currently still lacks

the knowledge of Excel, Power Point and updated Word programs. Meanwhile, libraries' staff indicated that they lacked knowledge how to use Picasa program as well ("*There is not enough knowledge how to deal with photos... Not only Picasa*", "*A lot of people have photos in Picasa, there's a lack of knowledge...*", "*Power Point*", "*Excel*" – directors; "*I don't personally use Picasa program...*" - libraries' staff).

In the opinion of most of the research participants, **the abilities of libraries' staff to train and consult people improved during the last year**. According to the libraries' staff, courses organized by the project "Libraries for Innovation" were especially useful for trainings and consulting where libraries' staff gained practical psychological knowledge. While discussing the abilities of libraries' staff to teach and consult others, two **different opinions distinguished** among all the research TGs:

- ✓ In the opinion of some of the research participants, **training is more difficult than consulting, because the training process requires much more of preparation from the libraries' staff, as well as additional knowledge, abilities from the areas of pedagogy and andragogy** ("*How to present the information so that it's easily understandable and clear*", "*It is difficult to train and not everyone can do it*", "*It is more difficult to teach than to consult*" – libraries' staff; "*They are capable of consulting and helping a little bit, but I am not sure about their abilities to teach... I don't think they can. There are rare cases that someone is able to...*" – expert from the Office of the President). The TG of libraries' staff also mentioned that visitors of different profiles attended the trainings and the speed of their learning and assimilation differed respectively and it made the learning process even more difficult ("*They are of different levels...*" - libraries' staff). According to libraries' staff, while training others they are more nervous than consulting. **Psychology knowledge is required** during trainings for both training the visitors and for the self-control of the librarian ("*A help of a psychologist is required not only in terms of how to approach a person, but also how to manage yourself*", "*It's the most painful when you start explaining and they start panicking that they won't be capable of learning and they run away. A psychologist is needed...*" – libraries' staff). The TG of directors' mentioned occasionally that **urban libraries' staff had less abilities to train others** at the moment ("*To consult and serve – this is something that can be done by anyone, but to train, in my opinion, in small rural libraries – not*" – directors).
- ✓ On the other hand, in opinion of some of the research participants, **it is more difficult to consult than to train due to a possibly unexpected nature of the question**. While consulting, various questions from different areas are asked, therefore, it is difficult to foresee the nature of possible questions and, thus, preparation and skills from various areas are required ("*It is more difficult to consult. Sometimes there are some questions to which you don't know the answers*" – libraries' staff, "*Consulting is probably the most complicated thing. Teaching is easy... You have your program, you learn it and you teach others. You feel more stupid when they approach you with questions. These questions are the most various and the most weird ones*" – expert from the Ministry of Transport and Communications).

**The evaluation of these skills among different TGs, respectively, was not unanimous either**. The ability to consult libraries' visitors to use the computer and the Internet was referred by libraries' staff and some of the directors as strong knowledge. Meanwhile, in the opinion of most experts and some of the directors, this knowledge of libraries' staff has to be improved. Abilities to teach libraries' staff to use the computer and Internet, as the libraries' staff evaluates, varies between strong knowledge and the knowledge to be improved. Directors and experts attributed to the skills and knowledge to be improved ("*Consulting, showing something might be one thing, an easier thing, but training is more complicated...*" – expert from the Association of Local Authorities).

#### **4.2. Indicator 2C. [Improved] Skills and Knowledge of Libraries' Staff Regarding Internet Resources and E-services**

- *The knowledge and skills of libraries' staff to use Internet resources and e-services is improving, however, the improvement is set back by poor knowledge of the English language -*

**The abilities of libraries' staff to use the Internet** were unanimously evaluated by all participants of the research as strong knowledge and abilities that improved during this one year. Moreover, all research

participants evaluated Internet usage skills to as **the strongest knowledge of libraries' staff**, in comparison to other abilities of libraries' staff to use IT.

In general, in the opinion of research participants, **the abilities of libraries' staff to use Internet resources and e-services improved during this one year** ("They were showing us how to create a website", "News regarding the online search was renewed", "Knowledge how to use Skype, e-mail or communication, it was all included in the training"). **The abilities of libraries' staff to use Internet resources and e-services**, according to the librarians, are strongly established ("We know how to declare income, use e-banking. We were trained" – libraries' staff). Meanwhile, **in the opinion of directors, this knowledge has to be improved, especially in terms of e-services from the public sector** ("E-government? You can never catch up with it. The municipality changes and you already have to explain it in a new way than you knew before...", "In general, e-government is complicated..." – directors). According to directors, libraries' staff started learning using Internet resources not a long time ago ("They gave a minimal training regarding the online banking and left the burden to the libraries' staff" – directors) and the variety of e-services is great and is being constantly renewed, therefore, the knowledge of libraries' staff in this area has to be renewed respectively ("The employees keep forgetting that", "The programs of the municipality are changing, they are changing their website windows... The staff don't follow" – directors).

The same as the previous year, libraries' staff and directors indicated that the **usage of various Internet resources is more difficult due to limited knowledge of the English and other foreign languages** ("There is a lack of the English language knowledge now", "It is rather difficult to use the databases, as they are in English..." – libraries' staff). The need to learn English was expressed by both libraries' staff and directors during all groups conducted. According to the libraries' staff, the lack of this knowledge is a barrier not only while using Internet resources, but also serving foreign visitors ("It's embarrassing, if a foreigner comes and you are not able to speak to him or her" – libraries' staff). While looking at the data of the previous research, we may state that the **need to learn English remained relevant during the entire period of project "Libraries for Innovation" implementation. While the services of libraries and the competencies of the members of libraries' staff are becoming different, this need is only growing.**

**The abilities of libraries' staff to consult and train libraries' visitors to use Internet resources and e-services were evaluated controversially.** According to the libraries' staff, they have strong skills to consult others to use Internet resources and e-services. Meanwhile, the abilities to train others to use Internet resources and e-services, according to the libraries' staff, varies between strong knowledge and the one to be improved, especially due to the earlier discussed specifics of abilities to train (*for more information, please, see Indicator 2A*). In the opinion of directors, the abilities of libraries' staff to consult have to be improved due to the following reasons: the abilities of libraries' staff to use these Internet resources are not strong at the present moment and, respectively, the abilities of librarians to train libraries' visitors to use Internet resources vary between weak skills and the ones to be improved. **Experts evaluated these skills of libraries' staff the worst.** According to them, the abilities of libraries' staff to consult and train libraries' visitors to use Internet resources and e-services are weak at the present moment and they have to be trained starting with the basics ("Well, we can see ourselves that consulting regarding Internet resources and programs... Well, they have just started doing this... I think that I would consider these skills weak, because the services are also under development. When you start looking at these services yourself, you realize they are not too much inter-related..." – expert from The Ministry of Culture).

On the other hand, in the opinion of research representatives, **in general, the abilities to consult and train to use Internet resources improved during this one year, slightly, though.** The abilities of libraries' staff related to the usage of Internet resources, consulting, according to directors, evoke respect in the community and visitors for librarians and **create an attractive image of a librarian**, especially in rural areas ("It's prestige, especially in the village", "Imagine, a librarian knows how to declare – he immediately owns a social status" – directors).

In terms of the usage of various Internet resources, the same as previous year, **libraries' staff expressed self-confidence in terms of their abilities.** An increased self-confidence of the libraries' staff was noticed by directors as well ("I have quite a lot of older librarians and I did not expect that a 60-year-old woman would actively use Facebook" – directors). However, according to the libraries' staff, **there were more negative experiences related to the usage of Internet resources during the last year** (*for more information, please, see Indicator 2H*). Nevertheless, despite an increased number of problematic cases, we may note that these **negative experiences did not scare libraries' staff and the awareness of potential threats only strengthens their self-esteem.**

### 4.3. **Indicator 2H. [Improved] Skills and Knowledge of Libraries' Staff to Use the Internet Safely**

*- Libraries' staff is aware of and knows how to protect themselves from various online threats. At the present moment, libraries' staff face the most issues while striving to ensure safe online behavior of visitors -*

While discussing about the Internet resources and e-services, libraries' staff and directors (this subject was not discussed with experts) already spontaneously mentioned various threats related to unsafe Internet usage. In the opinion of the research representatives, **libraries' staff are aware of the various online threats** and know how to protect themselves from them (*"I think that all members of libraries' staff know how to do it" - directors*). The most information regarding this they received during the trainings organized by the project "Libraries for Innovation" (*"There were trainings", "There were a lot of trainings" - directors*).

In terms of particular threats, **it is the most complicated, according to the libraries' staff, to protect themselves from various computer threats and viruses**. Although libraries' staff are using anti-virus programs and are aware of the various virus containing e-mails (*"There are anti-virus programs", "We know where the virus might be, so we don't read these e-mails" - libraries' staff*), they admitted that they are not always successful in protecting themselves from these threats and to recognize them on time (*"It might happen that the virus comes with an e-mail or with the program and I might not have enough time to protect myself from it", "You can't notice all the viruses..." - libraries' staff; "There are times when they avoid the viruses, there are times when they don't" - directors*). Libraries' staff and directors claim that they are aware of how to protect themselves from such threats as revelation of data posing threat to the safety of a person or wealth, psychological dependence and threats of online acquaintanceships.

**More problems, in the opinion of the research representatives, emerge while seeking to ensure safe online behavior of visitors**. Libraries' staff are mostly **explaining** the online threats to visitors and the public **during various presentations and events** using the means provided by the Project (*"We made a presentation during the week of libraries", "We lead contests", "I introduced that CD at school during the week of libraries, then we distributed leaflets", "We have books and a CD" - libraries' staff*). They also **organized various events on this topic** (*"We gather people to trainings", "At ours, for example, there usually are trainings of 20 hours, 5 weeks. 2 hours of the 20 are intended for trainings "Safety on the Internet" - libraries' staff*). Meanwhile, while serving libraries' visitors on a daily basis, according to the research participants, **libraries' staff talk about safe behavior online to new visitors or those who are approaching the staff purposefully** (*"We explain ne news to the visitors", "We are training those who are asking for that" - libraries' staff*). Information regarding safe behavior online is also advertised in public places (*"We put this info how to behave on the walls" - libraries' staff*).

While discussing individual ways in which libraries' staff is trying to ensure safe visitor behavior online, research representatives mentioned a few means:

- ✓ **Revelation of data and identity posing threat to the safety of a person or wealth**. The same as during the previous year, the main means mentioned by libraries' staff and directors were explaining to libraries' visitors not to disclose their personal details and log off systems and e-programs correctly. According to the research participants, **the vigilance of the libraries' staff increased especially when consulting visitors how to use online banking**. Such consultations, according to directors, are provided by libraries' staff by explaining what should be done in an outline, however, they refused to consult the visitors after they log in to the online banking reasoning this by the threat to the safety of visitors' data and wealth (*"They are asking for help while performing personal financial operations, but the librarians know that they can't help, so they just tell what, where and how it should be", "Regarding the online banking, we are trying to explain to people that we can't help them personally, because it's dangerous. They are explaining it like this to people", "They are just not doing it - they are not monkey about with people's online banking" - directors*).
- ✓ According to the research representatives, it is **especially difficult to protect visitors from threats of online acquaintanceships and sexual harassment and usage of the under-ages**. Although libraries' staff is explaining these threats to visitors (especially children), according to them, in such situations when similar cases are suspected libraries' staff feels insecure and is not sure how to proceed (*"In terms of this, in my opinion, there should be filters in libraries", "I saw how a girl was speaking to an older man. I asked her who he was and she said it was an*

uncle. I am not sure what to do", "Especially children and if their minds are still weak..." – libraries' staff). Also, according to the directors, libraries' staff is trying to protect children from violent content online ("We are trying to fight against violent games, but children find new websites. We are trying to control it" – directors)

- ✓ Libraries' staff is fighting with **offensive comments, harassment or sneering online** by providing visitors with particular cases when the people who performed such violations were unmasked ("We are warning them not to do this", "They already suffered in our city for putting indignities for the mayor" – libraries' staff). According to directors, libraries' staff also remind the visitors that their online activity is being controlled and the visitor can be easily identified and, if necessary, the users showing an inappropriate behavior are blocked "We are explaining to the visitors about IP, because it's a public thing. We are giving them examples and stories", "When people are sitting there around, I can tell them that I am sitting at a central computer and can block everything. And we do block it sometimes...", "We are saying that Vilnius can see everything, because they know that they have log in passwords there. We are saying that all the people are being observed and that "Libraries for Innovation" is supervising" – directors). It is more difficult, according to directors, to manage the online behavior of people having psychological disabilities ("We have one unfriendly guy who is psychologically disabled and who is writing comments online. He was sued..." – directors).
- ✓ **Psychological dependence**, according to the research participants, is especially common among children, however, it is relevant when discussing the adult visitors of libraries ("We have a few such people...", "There are people who you can't ask to go away, they are waiting there from the early morning"). The main means indicated by libraries' staff and directors to fight psychological dependence include limitations of time allowed to spend at PIA and blocking users. Nevertheless, despite this, according to the research participants, visitors find ways how to overcome these limitations, therefore, the fight with psychologically dependent visitors is complicated and is present all the time ("They spend all the time given, then wait, read a newspaper, bring tea and sandwiches and then sit by the computer again", "We make them go away, they stay away for a while and then come back" – directors; "They buy the time from another user and when there is a lot of them, you are not able to follow everything" – libraries' staff).

Research representatives indicated that **during the last year, the number of cases when they were trying to cheat using PIA in the library increased** ("We can't avoid criminal shading..." – directors, "We had a case when the police called and said they wanted to come and see the library, as there was something done with money here", "We had something similar in our district..." – libraries' staff). According to the libraries' staff and directors, the most often these cases are related to the attempts to get an instant credit ("The most dangerous are the non-registered users, because one IP is intended for 17 libraries and there was one instant credit taken in one of them. The police interviewed all the 17 libraries...", "We recently put an ad in the online reading room that a car is on sale which, as it turned out, had been stolen in France. The police came immediately and asked questions...", "We are trying to slow down the attempts to get an instant credit..." – directors). According to directors, libraries' staff does not have sufficient knowledge how to avoid such cases at the present moment. The prevention of such attempts is more difficult in urban libraries where there are bigger visitor flows and they make the registration control more difficult ("It happens that visitors sell their seats. When there are a lot of visitors, we can't follow who is sitting by the computer. We had a few such cases already" – directors, "It is easier in rural areas or small towns, because the visitors are the same" – libraries' staff).

*- During the project "Libraries for Innovation" basically changed libraries' staff perception of IT, tendentiously improved their IT use skills and increased their inner motivation to learn using IT –*

**When analysing the changes which occurred during 2008-2011 while implementing the project „Libraries for innovation“, the following tendencies are apparent:**

- ✓ A distinct shift which occurred through the Project – **the changed perception of IT regarding its use as a working tool**. If the 2008 survey revealed that libraries' staff avoid using IT and perceive it as a service rather than a working tool, then during the Project this perception has changed and **in the 2011 survey IT is already perceived as inherent libraries' staff working tool used on a daily basis**.
- ✓ **The evaluation of libraries' staff IT and internet resources using skills remained tendentious during the whole Project – libraries' skills were perceived as improving and increasing**. A change is also apparent: if in the beginning of the Project (according to the data of

2008 survey) the improvement of libraries' staff skills was related to their self-contained learning, then **during the Project, computer literacy trainings provided by the Project emerge as the most important factor determining the improvement of libraries' staff skills.**

- ✓ **The factors stimulating libraries' staff motivation to use and learn using IT have changed through the Project.** If according to the surveys of 2008 and 2009 libraries' staff motivation was highly related to the stress of losing job, then according to the surveys of 2010 and 2011, **libraries' staff inner motivation to improve and learn tendentiously increased, which according to the research participants was prompted by Projects educational activities and programs.**

## 5. Help to Libraries Having PIA

### 5.1. *Indicator 10A.* [Improved] Technical Maintenance in Libraries

- *Technical maintenance in libraries remained unchanged and currently does not meet the needs of libraries -*

Discussing the **changes of technical maintenance in libraries**, as libraries' staff and directors indicated during the previous year, it **remained unchanged**. According to the research representatives, regardless of the increased number of PIA points of access, due to limited financing, the amount of IT specialists did not change (*"Five each... For another one – six computers were added, for another one – around ten computers. Usually there are always some problems..." – directors*).

In the opinion of directors, at the present moment, **the number of IT specialists maintaining libraries is insufficient**. The same as during the previous year, in most of the urban libraries, there is only one IT specialist employed (part-time) who also takes care of libraries' rural branches (*"There are over one hundred computers and only one person..." – directors*). Hence, according to the directors, libraries' staff, **especially in rural areas, not always receives the help from an IT specialist. Thus, libraries' visitors suffer**. Also, according to libraries' directors, **the issue of the salary is becoming more and more relevant, as the workload is increasing and, as well, is the dissatisfaction of IT specialists with the wages that are not changing**<sup>3</sup> (*"The one and single employee who is maintaining everything. All is growing, he is starting to talk to me about the increased workload and that nobody is talking to him about his not increasing salary..."*, *"It can be one of the last drops, because it's been a few years since it started accumulating..."*, *"They are telling us that we have to do it by distance, but that employee is telling me that in a distant means I can only watch at the sky and I have not increased his salary by a single Litas and this is where the problem is"* – directors).

### 5.2. *Indicator 10B.* [Improved] Methodical Help for Libraries' Staff

- *During the last year, libraries' staff especially emphasized the benefit of the courses and trainings organized by the project "Libraries for Innovation" -*

While discussing the methodical help provided due to the project "Libraries for Innovation" during the last year, libraries' staff and directors evaluated it especially positively, the same as the previous year, and mentioned the most often:

- ✓ **Courses and trainings** intended for increasing the qualifications of libraries' staff.
- ✓ **Teaching materials** intended for libraries' visitors.

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<sup>3</sup> The libraries' staff wage funding is not the area of the Project activities.

According to the research representatives, during the last year, methodical help provided due to the project "Libraries for Innovation" was useful and met the needs of both the libraries' staff and directors. Unlike the previous year, according to libraries' staff and directors, during the last year, trainings of more various areas were organized by librarians:

- ✓ **Public relations courses**, according to directors, were powerful and the material presented during them was relevant and useful not only to directors, but also to the staff from branches (*"It was a very strong thing, you know, and not only for managers, but even for those people who are at the branch level. These courses provided a huge benefit", "They used the public relations knowledge while communicating with the readers, with chairmen of communities..."* – directors).
- ✓ **Advocacy trainings**, according directors, helped libraries' staff to realize the importance of advocacy to the library, provided basic knowledge regarding the ways of advocacy and the structure (*"The point is that, you know, it is actually clear for people what things need to be done and to be known in the whole system. Everything is clear to everyone and people understand its necessity"*– directors) and encouraged the self-esteem of the librarians (*"The employees gained some courage, improved their qualification and their self-esteem increased"* – directors). Directors also indicated that libraries' staff still lacks the advocacy knowledge, thus, the need for these courses remains relevant (*"We'd like to attend the advocacy courses again. These were good ones"* – directors).
- ✓ **Knowledge of andragogy** received during the trainings, according to the libraries' staff, was very useful while organizing various trainings for adult libraries' visitors (*"These were very good courses on how to teach people before we started leading the courses ourselves. I am indeed using all that material which was communicated through the trainings. The teacher showed that if something is very easy for one person, it might be difficult for another one", "You can see it from a different point of view, you gain useful knowledge and practical tips and you learn to work"* – libraries' staff). Nevertheless, while evaluating the skills of libraries' staff to train, most of the research representatives admitted that currently libraries' staff are still in lack of knowledge in this particular area (*for more information, please, refer to Indicators 2A and 2C*).
- ✓ According to directors, **computer literacy courses** last year were also more advanced – more complicated items of content were introduced to the libraries' staff (*"Computer literacy courses were strong this time", "Themes are different now. We improved", "The trainings were completely different. Earlier it was the basics, now there was more of everything..."* – directors). **The knowledge gained during the trainings, according to the libraries' staff, was successfully used in practice while both serving libraries' visitors and renewing the contents intended for them** (*"They used the knowledge about websites during the trainings on Internet ..."* – libraries' staff).
- ✓ Also, according to the libraries' staff, the basics of the **English** language were started to be taught during the last year. Nevertheless, as the research has shown, limited knowledge of English by librarians remained a relevant problem during the last year (*please, refer to Indicator 2C*), thus, the need for English language courses is still huge.

According to the directors, translations and **courses organized by a distant means** were evaluated especially positively (*"Direct translations were especially good, they would join us together. We would communicate with one another. There were separate questions and we would discuss them together"* – directors). Also, according to the libraries' staff, the interest of libraries' staff in trainings organized increased significantly during the last year and that shows that libraries' staff is more and more motivated to learn and improve their qualification (*"The interest was considerable. People, who did not register at first and eventually came here, could not find a place. Then they expanded the area and we all could fit in", "You could tell from the number of people. Besides, they understood that they need to learn. It was just more difficult to gather the first groups", "In fact, earlier I needed to push and convince people to come and now they want it themselves and sometimes we are short of seats"* – directors). In terms of the need for various courses and trainings, libraries' staff and directors indicated that besides the mentioned knowledge of advocacy and the English language, libraries' staff also needs psychological knowledge regarding working with people, conflict management and self-control (*"There were these trainings by the Education Center. It was a good thing to work with yourself. There were a lot of practical examples. The courses would be good for everyone, they are expensive, but very good"* – directors).

While discussing the training material, libraries' staff and directors indicated that they received various materials during the last year: short films, material from various seminars in electronic format, also posters, brochures, etc. **According to libraries' staff and directors, the material provided by project "Libraries for Innovation" is not only useful for training visitors, but also for libraries' staff to revise and update their knowledge.** In terms of the current needs, most of the research representatives claimed that this material was sufficient, although the TG of libraries' staff mentioned occasionally that in libraries which were attended by a lot of Russian speaking visitors methodical material in the Russian language was required which, according to librarians, was not available at the moment

*("There is a language barrier, because there are a lot of Russian speakers and the entire material and the services are in Lithuanian" – libraries' staff).*

**To summarize the data of 2008-2011 surveys, the following tendencies could be distinguished:**

- ✓ During the Project **the technical maintenance in the libraries remained unchanged and was perceived as insufficient** mostly because of insufficient number of IT specialists who maintain libraries computers.
- ✓ Comparing the data of 2008 survey and the data of 2009-2011 surveys, **it is apparent that once the Project has started the evaluation of the methodical help for the libraries has essentially changed.** The methodical help received before the Project was perceived as being formal, while its content being too distant from the daily work and, thus, difficult to apply in practice. Meanwhile according to the 2009-2011 research participants **the methodical help which was received during the Project was highly appreciated as being up-to-date, of high quality and useful for long-term use.** The positive evaluation of Project's methodical help remained during the whole Project implementation period. Also when comparing the data of 2008-2011 surveys a tendency of increased methodical help application in practice is apparent.

## **6. The Skills and Practice of Public Libraries' Visitors of Using Information Technologies**

### **6.1. Indicators 3A and 3B. [Improved] Skills and Knowledge of Public Internet Access Users to Use Information technologies/[changed] PIA Usage Practice**

- *Libraries' visitors improved their knowledge of information technologies and applied them in more various areas during the last year -*

While discussing the skills of libraries' visitors to use public Internet access, research representatives unanimously indicated that these **skills of visitors strengthened even more during the last year.** The same as previous year, **the evaluation expressed by experts was more hypothetical** and based on the general logics that the skills of visitors had to improve, as there was a tendency of current modern technologies to develop and there were favorable conditions for learning and improvement (*"I think that in any case it is improving, because there is an objective tendency of the maturity of information society. It is objective in Lithuania, the indicators are improving every year, every year more and more people are learning and using PIA" – expert from the Parliament*).

When discussing the skills that libraries' visitors gained during the last one year, **the following main tendencies can be highlighted:**

- ✓ Visitors **gained and improved the usage skills of Internet resources and e-services** (*"They learnt how to use online banking", "Our visitors learnt how to register in Sodra that you are retiring and what pension you can expect" – libraries' staff*).
- ✓ Visitors **perform more and more activities online** (*"They learnt to read online press", "They know how to make a doctor's appointment", "They learnt how to book tickets to a concert" – libraries' staff; "Knowledge what is Internet in general and what can you do for your benefit using it emerged" – directors*).
- ✓ More and more visitors gained **the skills of using social websites and other means of communication** (*"They created their mail box, learnt to use Skype, web cameras, etc.", "They started using Skype and learnt how to log on to Facebook" – libraries' staff, "People learnt to communicate with their relatives abroad on Skype. Such things are vital for some of the people" – directors*).
- ✓ Also, according to the libraries' staff, visitors **improved other general PIA usage skills gained before during the last year** (*"They are attaching appendices and are sending photos" – libraries' staff*).

- ✓ According to the research representatives, during the last year, the skills of all libraries' visitors improved. Libraries' staff and directors **emphasized the development of skills of visitors of older age the most** ("A lot of people of older age were happy that they communicate online", "One of them said: "What am I going to do when I become a pensioner?" Now, when he learnt to use Skype, he is sitting at home with ear plugs on and shouts out loud, so that everyone hears. He found all sorts of friends in Russia", "One lady registered and found out what is Facebook with our help", "People of older age learnt a lot. These juniors learnt a lot as well, though" – libraries' staff).

According to the research representatives, **the tendencies that emerged previous year remained during the last year as well**. Libraries' staff and directors noted that **visitors trust themselves more and more** and they are using **PIA for more various purposes** ("One girl had a big problem, because she got a bald dog as a present, so she was surfing the net to find out how to take care of it", "One lady found a job online, one shy one came to learn and now she is buying goods online and registered in the online handcraft forum and uploads the pictures of her handcrafts" – libraries' staff)

Research participants agreed that **these changes were highly influenced by the contribution of the libraries' staff** – teaching and consulting visitors ("It was probably determined by trainings that are taking place and the consultations provided in libraries. There are favorable conditions and if a person wants to learn, he or she can do it in the library..." – expert from the Office of the President). Also, according to the libraries' staff, **representatives of other public Institutions** who cooperated with libraries' staff **in order to promote their e-services also contributed** to improving skills ("In the libraries in our region State Tax Inspectorate specialists come over each year through March and April and give seminars and teach how to declare income", "Firstly, we invited an employee from Sodra and he trained us. We had a need for it, because we did not know how to do it" – libraries' staff). To improve, according to the research participants, visitors **are encouraged by constantly changing novelties and the tendencies of modern technologies**. According to directors, the skills of visitors have to be developed further on, especially because of the constant changes ("You always need to improve your knowledge, everything is changing and it constantly requires the renewal of knowledge" – directors).

**When analysing the data of 2009-2011 surveys<sup>4</sup> it is apparent that most tendencies indicated in the survey of 2011 emerged in 2009 and remained obvious during the whole Project implementation:**

- ✓ According to the research participants, **public libraries' visitors' skills to use IT improved during the whole Project implementation period:** visitors gained more practical knowledge, their self-confidence increased.
- ✓ **Factors** (indicated by the research participants) **influencing visitors skills remained tendentious during the Project:** visitors were induced by constantly changing tendencies of modern technologies and improving circumstances to use IT. **Also it is apparent, that during the Project research participants increasingly emphasized libraries' staff contribution to improving visitors' skills.**
- ✓ During the Project **visitors began using PIA for more various purposes.**

## **6.2. Indicator 3E. [Improved] Knowledge and Skills of Users to Use the Internet Safely**

*- Libraries' visitors are still in lack of knowledge how to safely behave online and they are often not motivated to safe libraries' computers -*

While discussing the visitor behavior online, libraries' staff (this subject was not discussed with directors and experts, however, during the FGD with directors they spontaneously expressed their opinion regarding this topic) indicated that currently the **skills of visitors to safely use Internet vary between weak and average** ("People are credulous"; "Not advanced skills, no...", "It happens that they know sometimes" – libraries' staff). Libraries' staff emphasized that even having the knowledge how to use Internet safely most of the visitors still **lack the sense of responsibility** ("If something happens, they

<sup>4</sup> The data of 2008 survey does not contain information about skills and practice of public libraries' visitors.

just silently sneak out" – libraries' staff, "The last case that we had was when smelly grown-up men came over and wanted to get an instant credit" – directors) and often **do not feel interested to save the property of a public library** ("They are not interested to save someone else's wealth...", "A lack of a sense of responsibility", "Maybe they are aware of that, but they are not doing it" – libraries' staff).

While discussing the visitor skills to use the Internet safely, libraries' staff and directors spontaneously indicated that libraries visitors currently **lack knowledge how to protect the computers from viruses the most** ("I don't think they know how to do it. They bring a USB and my anti-virus program shows that it's full of viruses, so it means that they don't have any programs to protect themselves" – libraries' staff). They are also short of knowledge how to ensure the **safety of data of an individual or wealth** ("My employees tell me that people while being online often do not close their tabs. Then somebody else sits in the same place and if, for instance, it's online banking, various things can happen" – directors). According to the libraries' staff, it is more difficult to evaluate the skills of visitors to protect themselves from other online threats ("I can't see what they are chatting there about..." – libraries' staff).

Nevertheless, in the opinion of libraries' staff, **the skills of visitors to protect themselves from various online threats improved during the last year** ("Different nasty things happen less often..." – libraries' staff). According to the libraries' staff, this was influenced by a few factors:

- ✓ **Trainings and individual consultations** regarding safe online behavior organized by libraries' staff ("I warn people now, before I wouldn't care", "It improved thanks to us" – libraries' staff).
- ✓ **Advertising and promotions** initiated by the project "Libraries for Innovation" ("Well, it was both a promotion and an advertisement. They had to hear about it somewhere and to pay attention to it", "A TV commercial" – libraries' staff).
- ✓ Attention demonstrated in the **media** ("The media is also talking about it" – libraries' staff).
- ✓ **Negative experience** ("The experience of others", "When a computer broke down because of viruses" – libraries' staff).

## 7. Specific, Hard to Reach Social Groups and the PIA Usage Experience

### 7.1. Indicators 4B and 4C. The Experience/ Activities of Difficult to Reach Groups to Perform which Visitors are Using PIA in Libraries the Most Often

- *Today libraries are not able to satisfy the needs of all specific, hard to reach groups -*

**Libraries' staff spontaneously attributed the following social groups** to specific, difficult to reach social groups:

- ✓ **The disabled**
- ✓ **Asocial people**
- ✓ **The unemployed for a long-term**
- ✓ **Residents of distant villages**

**Children** from families at social risk and whose parents left to work abroad and **seniors**, according to libraries' staff and directors, are **currently among the most active libraries' visitors, therefore, differently from the previous year, they were not classified as belonging to specific difficult to reach groups** ("They [the retired] are active and they come without being encouraged", "They want to gather and form clubs", "We are training them and they are coming back" - libraries' staff, "Children spent their entire summer here", "It is difficult to get them [children] out ", "There's a lot of them [children]" – libraries' staff).

While discussing **distinct needs** of specific, **difficult to reach social groups** (children from families at social risk, children whose parents left abroad, rural residents, the unemployed and seniors) in the project framework, research participants indicated that some tendencies existed in both discussing the specific needs for public Internet access and the services provided by a public library as institution:

- ✓ According to libraries' staff and directors, libraries' staff is not always capable of identifying and distinguishing **children from families at social risk and children whose parents left to work abroad**, especially in urban libraries, therefore, usually libraries' staff considers them as a general group of children (*"Children are children, we usually don't even know and are incapable of identifying them, unless some of them are more talkative..." - libraries' staff; "We don't know them, unless we find out from gossips when an employee hears it..." - directors*). In terms of the importance of public Internet access for both of these target groups, the research participants agreed that, in general, public Internet access for these groups is vital for spending free time, being occupied with something and this motivates them to visit public libraries (*"They only come for Internet and sit here for days" - libraries' staff*). However, libraries' staff and directors expressed their concern regarding, in their opinion, vapid usage of PIA among these groups (*"They are only interested in playing", "They want us not to disturb them" - libraries' staff*). In terms of the needs of these groups regarding libraries as institutions, the same as during the previous year, in the opinion of research representatives, these groups have the need for communication and safe social environment (*"They happen to be shy and timid", "They need communication and the environment itself" - libraries' staff*).
- ✓ **Seniors**, according to research participants, are one of the most active libraries' visitors. According to the libraries' staff, during this one year, the retired started using public Internet access more often and the importance of public Internet access to this group increased during the year (*"We were skeptical about teaching seniors online, we thought they wouldn't be interested, but they actually are and we can't fit in, as we can train only 10 people" - directors*). It is important to note that seniors, differently than the previous year, **are not considered as an especially sensitive group in the aspect of using modern technologies**. On the contrary, **the research representatives described this group as an active group motivated to learn** using information technologies (*"Our pensioners are very active, one senior lady even created her own website", "Our pensioners are already a little bit different - they are trained", "Pensioners have become more active" - libraries' staff*). Also, according to libraries' staff, more and more seniors purchase computers and are using the PIA at home (*"We train them and then they buy a computer", "We are saying to come to us and use it and they are saying that it's more convenient at home" - libraries' staff*). Distinct need of this group for public Internet access, according to libraries' staff and directors, are usually related to sight disorders and slower pace of learning. Seniors are often asking that the content of Internet websites and learning material was presented in bigger font and that more attention was paid during the trainings for repetition and assimilation of knowledge (*"They need us to increase the text font", "They are saying they don't want to ruin their eyes", "The material intended for them has to be presented in bigger letters", "Their reaction when we are teaching them is not the same anymore...", "It takes longer for them to assimilate everything", "We are repeating, repeating and repeating things for them and then they remember" - libraries' staff*). In the opinion of experts, it is also important to pay attention to limited physical abilities of seniors, therefore, their needs, according to experts, are related to libraries' approachability and the arrangement of premises (*"When you think of it, it's still difficult for that person to get to the elevator and to get to the third floor..." - expert from the Office of the President*). In terms of the needs of seniors regarding the library as an institution, research representatives, the same as during the previous year, indicated that this group had a unique need to communicate, gather to clubs or socialize in other means (*"They want to communicate and they are gathering to clubs" - directors*).
- ✓ **The disabled**, the same as during the last year, according to libraries' staff and directors, are not frequent library users. **According to the libraries' staff and directors, the most often they are visiting special centers for the disabled which are better adapted to the needs of the disabled** (*"We have a center for the disabled, so that is the place they are going to, because there are specialists who can help", "They are attending their organizations" - libraries' staff*). Nevertheless, according to research representatives, **public Internet access is important to this group, because it provides the opportunity to communicate and, in turn, reduces their social disjuncture** (*"They need attention, they want to communicate, to make friends" - libraries' staff*). According to the libraries' staff and directors, the needs of the disabled regarding public Internet access depend on the disability and are related to the usage of special means intended for the disabled and the adaptation of the contents of Internet websites. Also, the same as during the previous year, in the opinion of the research representatives, the needs of this group are related to the adaptation of infrastructure to people having movement disabilities (elevators, lifts, entrances, sidewalks, traffic lights, etc.) (*"They need a convenient access to the computer, if they are in a wheelchair" - libraries' staff; "First of all, we need to adapt the premises and not only in small towns, but in rural areas as well. The sidewalks also...", "We need to create a structure in the environment the way a person could come in" - directors*).
- ✓ **The retired**, in the opinion of libraries' staff and directors', are also actively attending libraries and are using public Internet access (*"The retired are visiting us often, the same as seniors and*

children" – libraries' staff). However, libraries' staff as well indicated that those who are unemployed for a long-term remain hard to reach social group ("The retired are rather unconfident and they tend not to publicize themselves. The long-term unemployed are difficult to get to libraries..." – libraries' staff). The importance of public Internet access to the unemployed, according to the research participants, is huge. The main needs of the unemployed for public Internet access and the services of libraries are related to improving qualification and searching for work ("If they hadn't attended the courses somewhere else, they are trying to do so in libraries, as they provide the certificate", "People are looking where they can improve their qualification and they do find where" – directors). According to the research representatives, the retired also have a need to communicate, share their experience with the like-minded people ("The unemployed don't feel as hurt when they find like-minded souls..." – libraries' staff).

- ✓ The usage of public Internet access by **rural residents** changed slightly during the last year. Although this group, according to the libraries' staff and directors, visit libraries more often, however, in the general context, while comparing with other groups, it remains rather passive, especially in terms of the residents of distant areas who, as it has been mentioned before, according to the research representatives, are difficult to reach target group ("Of course, if it's a distant area and there is quite a distance to go, they won't be walking for a few kilometers" – libraries' staff). Regarding the importance of public Internet access to rural residents, research representatives did not have a unanimous opinion. According to some of the research participants, rural residents are used to living without Internet, therefore, public Internet access is not so vital for this group ("They are used to it, they can live without Internet" – libraries' staff; "When it's only the third year when "Libraries for Innovation" came to the village, it's not yet the urban "cultivation", we need to get used to it", "It's more complicated to convince a person from a village than from an urban area" – directors). On the other hand, according to the research representatives, rural residents have fewer opportunities to use various services, thus, public Internet access is especially important to this group, as it reduces their social disjuncture and compensates the optimization and reduction of number of various public services' providers (i. e. post, cultural centers, etc.) in rural areas. The needs of this group for public Internet access are, respectively, related to the opportunity to use e-services and Internet resources, for example, to make a doctor's appointment, pay the bills ("They come having a specific purpose" – libraries' staff) and to the approachability of the library in general ("If there's distance, he won't walk a few kilometers" – libraries' staff).

In terms of the satisfaction of needs of these specific, difficult to reach target groups, the research representatives indicated that **the needs of the disabled are satisfied the least** in libraries at the present moment. The same as during the previous year it was noted that, despite the information technologies that are being widely established in libraries, **there is still a lack of IT adapted to disabled people** ("We have a special computer, but we use it rarely", "We don't have that equipment, it's only present in central libraries" – libraries' staff). Moreover, according to the research representatives, **most of the libraries are not yet adapted to people having movement disorders**. According to the research participants, the needs of the seniors and the unemployed are probably satisfied the best at the present moment. Meanwhile, children, according to the libraries' staff, are still missing programs and means ensuring their purposeful leisure time.

In terms of the goals of PIA usage of specific, difficult to reach target groups, research representatives indicated that, **in general, the goals relevant to these groups are the same as those of other libraries' visitors: search of information, communication and leisure time**. Nevertheless, in terms of the activities that these groups are using the PIA for the most often, in the opinion of the research representatives, we noted the following tendencies:

- ✓ Both groups of children use PIA almost exceptionally for leisure time and playing games. **Children, whose parents left to work abroad, according to the research representatives, are using PIA more actively for communication as well.**
- ✓ Seniors use PIA for reading electronic press, using e-services of the public sector (declarations, online banking) and communication the most often.
- ✓ For rural residents, the most relevant services are Internet resources and e-services: declarations, paying the bills, postal services and information search.
- ✓ The unemployed, according to the libraries' staff and directors, use PIA the mostly for searching for information regarding work and for communication.
- ✓ The disabled use PIA mostly for communication and searching for information.

During the last year, according to the research representatives, these purposes of usage almost did not change. It was noted that seniors and rural residents started using the online resources and e-services more bravely and actively.

## 7.2. **Indicator 4D. Existence of Programs and other Mechanisms to Involve Difficult to Reach Groups**

- *Actions intended to involve hard to reach groups are more individual and inconsecutive, nevertheless, they encompass all specific, difficult to reach groups distinguished in the Project framework -*

The same as during the previous year, **there was no exclusive attention paid to involve specific, hard to reach target groups to libraries' activities.** According to the libraries' staff and directors, the events organized in libraries most often were **intended for all libraries' visitors**, but on rare occasions, according to the libraries' staff and directors, separate events or activities were organized for specific, difficult to reach target groups. In terms of the specific, difficult target groups distinguished in the Project context, libraries' staff and directors indicated the following activities:

- ✓ **The involvement of children** is paid probably the most attention. However, according to the research representatives, events are usually intended for all children in general with no distinction of children from families at social risk or of children whose parents left to work. The means for attracting children during the last year remained the same as during the previous year:
  - **It is intended to involve children through collaboration with kinder-gardens, schools** and through organized general events or classes (*"We are doing very well in collaborating with the kinder-garden. They come to the library each month. We are introducing them the books and how to look for information", "Did you try to arrange such a lesson in the library? We initiated it together with the school. A teacher and her students came, she showed them the library, had a class regarding books in the reading-room. It was a good lesson for children. She showed audio books and the ones in Braille", "We are also having classes with the older students, because we want to introduce EBSCO and other databases to them", "Classes are taking place in the library. Now there is an exhibition regarding the years of exile, so they are bringing the students over and having their history classes" - libraries' staff*).
  - **Various activities, summer camps, fairy tale readings, etc., are organized to ensure that children are occupied with something** (*"Children like participating in the reading encouragement programs. For example, a summer reading. It's what keeps them busy in summer", "Summer camps. We get a lot of children who were not reading in the library, but as the child is attending it, it's interesting in these summer camps", "We are organizing events for children, we are doing the readings, they are sitting and listening to fairy tales"- directors*).
  - Children from families at social risk **are encouraged to become library volunteers** (*"Children from families at social risk started working in our library as volunteers. They are doing things, they are working here...", "yes, yes, they help in everything - even bringing the wood in for fire in winter" - directors*).
  - (*Mentioned occasionally*) Children from families at social risk and children whose parents left to work abroad are strived to be attracted **by indirect means - by ensuring a safe social environment in the library.** According to the directors, the staff is trying to talk with children about their problems and behavior, they are trying to give a piece of advice, teach and make the library more close to them (*"They lack of attention and become bad because of this. Even the social environment, to my mind, is not the most determining factor, when they come and play a trick on a librarian. In such cases I invite them to my office and make them a cup of tea and we talk like a man to a man. After a while, he came with a biscuit and asked to make some tea, so I did and we had this biscuit together" - directors*).
- ✓ **Seniors**, the same as during the previous year, in the opinion of libraries' staff and directors', are an active group today for the attraction of which no exceptional attention is required. However, bearing in mind that this group used PIA information technologies vaguely, according to the libraries' staff, individual time was devoted for training seniors (*"In the beginning the children were very active and the seniors were shier, so we devoted one hour for seniors only" - libraries' staff*). According to the directors, seniors are already active and they are participating in various

trainings organized by libraries and courses regarding PIA or information technologies (*"We learnt the basics, so now they can take pictures, make films and they are asking what will be next" – directors*). Research participants also indicated that, during the last year, the promotions and events organized by the project "Libraries for Innovation" intended for visitors of older age also got the attention of the seniors (*"The pensioners are willing to get information and they are getting it. Now they want to find out the promotions organized by "Libraries for Innovation", they are asking where is the conservation and what is next" – directors*). The senior clubs that formed during these events extended their meetings and activities in libraries.

- ✓ **To attract disabled people**, the same as during the previous year, according to libraries' staff and directors, special events were organized, as the disabled rarely attend the events organized to the public (*"I don't know how it goes in other libraries, but in our library it's like that – they come only to events intended for them. If a disabled person prints out a book, he comes, but also not very often" – directors*). The same as during the previous year, libraries' staff serves the disabled by delivering books and press to their home (*"Those who can't come and use the services here – we go and visit them at home" – directors*). Also, during the last year, more libraries' staff and directors stated that they had information technologies adapted to the disabled available (*"Computers are specialized", "We attended the courses and we listened to it and now we are helping them" – libraries' staff*) and also they either established or were planning to establish paths and lifts intended for the disabled (*"We are opening a new library next year, so we'll have entrances for the disabled then. Later we established a branch in a supermarket and had thought of the disabled immediately, there are elevators and they can enter the supermarket directly", "It will be adapted in our library as well – libraries' staff*). However, these changes, according to the libraries' staff, are more occasional, taking place on a small scale and the disabled people are visiting libraries rarely nowadays.
- ✓ Events intended to attract **rural residents** in particular, according to the research representatives, were not organized. However, libraries' staff mentioned occasionally that they tend to organize special library trips by bus during which they visit distant rural areas in order to reach and attract the residents and children of such distant rural areas (*"We have a library-bus – a travelling library. It serves farthest villages. It also visits kindergartens. A librarian sometimes puts a costume of Winey the Pooh sometimes..." – libraries' staff*).
- ✓ According to the libraries' staff and directors, **most of the unemployed** are currently motivated by themselves to visit libraries, as there is a lot of attention paid to the satisfaction of their needs, most of the services provided in libraries are free of charge and the unemployed have a sufficient amount of time. According to the research representatives, libraries cooperate with job centers, so that the unemployed can perform certain activities while being in the library (*"The unemployed are in cooperation with job centers and we are as well. They come to us and register, we are providing all social services" – directors*). The unemployed are also interested in increasing their qualification, thus, they are especially active in participating in trainings and courses organized by the libraries (*"We are currently having trainings and, in fact, the unemployed register to trainings the most often"; "If they haven't attended the courses, they are trying to go through the course in libraries, as they issue a certificate", "People are looking for where they can improve their qualification and they find it" – libraries' staff*).

### **7.3. Indicator 2D. [Improved] The Skills and Knowledge of Libraries' Staff to Serve Users Having Special Needs**

*- Libraries' staff currently still lacks the skills of serving users having special needs -*

The **evaluation** of the **knowledge and skills** of libraries' staff to **serve users having special skills did not change during the year**. The same as during the researches of the previous years, in general, this knowledge and skills of libraries' staff were evaluated as **one of the weakest skills and poorest knowledge of librarians**.

The most critical regarding this knowledge were the libraries' staff themselves. In their opinion, **the current knowledge of serving users having special needs is poor and they need to gain this knowledge starting with the very basics**. Meanwhile, most of the directors and experts evaluated these skills of libraries' staff slightly more optimistically – as sufficient, nevertheless, still required to be improved.

According to the libraries' staff, their knowledge and skills to serve users having special needs are **rarely used in practice**, especially in rural areas (*"We don't get in touch with them..." – libraries' staff*). In terms of what knowledge and skills they are missing in this area, most of the libraries' staff indicated that they did not know how to talk to people having psychological or hearing disorders or how to consult and train disabled people, as well as how to use the equipment intended for the disabled (*"They only showed us that program which is intended for the blind ones..."*, *"Poor quality training that was..."*, *"They installed the program, but did not explain anything to us" – libraries' staff*). Some of the libraries' staff indicated that they **already had bad experience with disabled people and therefore they trusted themselves less** (*"I had a case and that was sad experience with people having psychological disorders. They wanted to learn and I wasn't capable of teaching, because he had hysterics and he felt bad and I felt miserable also..." – libraries' staff*). Thus, in summary, we can claim that libraries' staff currently does not trust themselves and their knowledge and skills to serve users having special needs.

### *- The most apparent shift occurred during the Project implementation – the change in seniors' PIA usage practice -*

**When analysing the changes which occurred during 2008-2011 while implementing the project „Libraries for innovation“, the following tendencies are apparent:**

- ✓ The most apparent shift occurred during the past four years – **the change in seniors' PIA usage practice**. If the research participants of 2008-2010 surveys described seniors as timidly using PIA and one of the most sensitive groups regarding IT, moreover – assigned them to specific hard to reach social groups, then **the research participants of 2011 survey already perceived seniors as active PIA users, who willingly use and learn using both IT and PIA**.
- ✓ The research participants were able to identify activities intended to attract specific hard to reach social groups both in 2008 and later, during Project implementation. Also it is apparent that during the project "Libraries for innovation" implementation, due to the Project activities and initiatives, the libraries' attention to the specific hard to reach social groups increased. However, when analysing the data of 2008-2011 surveys, a following tendency is apparent – **the libraries' activities and initiatives to attract these groups and to meet their needs remained fragmented during the Project and were lacking the strategy as well as purpose orientation**.
- ✓ According to the research participants, **libraries best met the needs of specific hard to reach social groups by creating the favourable social space**. When analysing the data of 2008-2011 surveys, it is apparent that this libraries function tendentially increased during the Project, which was influenced through the effort of the libraries (organized events, exhibitions, etc.), activities organized by the project "Libraries for innovation" and the decrease of number of cultural centres, which was especially obvious in rural areas.
- ✓ During the whole project "Libraries for innovation" implementation period, according to the research participants **the needs of disabled were least satisfied by the libraries**. Even though during the Project some novelties and innovations intended for specific needs of disabled were implemented, **these measures, however, were perceived as insufficient in terms of meeting the specific needs of disabled**.
- ✓ **The evaluation of skills and knowledge of libraries' staff to serve users having special needs remained unchanged during the Project**. According to the research participants, **these skills remained insufficient**: even though, there were special trainings regarding user having special needs attendance organised by the Project, however these libraries' staff skills improved only in theoretical level, and over the time while not applied in practice – diminished.

## 8. Social Benefit of IT for Individuals and the Community

### 8.1. *Indicator 7B. The Perception of Libraries' Staff Regarding the Benefit Provided by PIA to the Community*

- *Libraries' staff is paying more and more attention to social benefits provided by PIA to an individual and community -*

The tendencies of benefits provided by public Internet access to the community indicated by libraries' staff and directors remained the same as during previous researches. The perception of research participants regarding the PIA benefit to individuals and community do not differ. **The tendency of a perceived increased social benefit and importance was obvious during the last year as well.** Another tendency may also be noted that **research representatives related the benefits provided by public Internet access to the improvement of the quality of life of libraries' visitors and the reduction of their social disjuncture, especially in rural areas, where PIA provides the opportunity for the visitors to get to know new technologies and ensure equal availability of information for urban and rural residents** (*"They are trying new technologies, post office, Skype and Facebook in libraries", "It is reducing social disjuncture...", "Now they can use the services which were not available before" – directors*)

**Social PIA benefits** indicated by libraries' staff and **directors remain the same:**

- ✓ **Various opportunities of information search and reception** (*"They are getting a lot of information" – directors, "In summer, during the peak season for tourism, it's mostly the foreigners who come to our latitudes, so all libraries feel it when people are passing by riding bicycles, it's a pleasure for them to visit a library and get information", A lot of foreigners are going along the river Neris and they visit to use the free of charge Internet" – libraries' staff*).
- ✓ **The opportunity to spend leisure time** (*"We have a training center, there are 6 PIA stations and we turn these computers on. We're open from 10 a.m., so what would these children be doing in this village, and especially when the weather is bad. Not everyone is brought to the library. Parents are happy as well, because they know that children are in the library" – directors*).
- ✓ **Favorable environment for communication** (*"People learnt to use Skype and to talk to relatives abroad. Such things are very important to some people" – directors; "A lot of youth left our town and went abroad, so their mother comes to communicate with them through the distance via Skype" – libraries' staff*).

Libraries' staff and directors also mentioned **indirect benefit provided by PIA** to individuals. **While using PIA, visitors are learning and improving** due to practice and consultations (*"This does not say „trainings", but in real during these individual consultations libraries' staff is still teaching these people. During such onetime procedures they develop some skills, they are learning", "There is a possibility to discuss and find things out" – directors*).

Also, the same as during the previous researches, libraries' staff and directors indicated **economical benefit of PIA** as natural:

- ✓ Saving **money** both directly when using the free of charge Internet and indirectly when avoiding extra costs, e.g. transport expenses (*"It doesn't cost anything, they are used to it already", "[Benefit] for your pocket", "He doesn't need to go anywhere", – directors; "It's because it's free – in a village people don't have the money to have Internet at home", „This is economical benefit – it's free for people" – libraries' staff*).
- ✓ Saving **time**. All operations online can be performed quickly without even leaving the library (*"It's operative and speedy" – directors; "I am telling you, there is no other place in the village where you could pay for this. It's the only place where I can get this service", "It's very convenient and in the right place" – libraries' staff*).
- ✓ It was mentioned occasionally as well that visitors have an opportunity to **improve their economical situation** while using the PIA in libraries (*"One of the visitors that I know came without having a single clue what Internet was. Then she even found a job in Germany online", "One of the shy visitors came to learn and now she is buying goods online, she registered in the*

forum of handcrafts, she is uploading the photos of her hand made clothes and there are people willing to buy it", "One woman was looking for a job. She got a certificate that she learned to use the computer. She found a job to bake buns filled with meat. When the employer saw a certificate that it's a motivated person, he decided to employ her" – libraries' staff)

## 8.2. **Indicator 7C. The Perception of Other Groups Concerned Regarding the Benefit of PIA**

- *The attitude of concerned groups towards the benefit of public Internet access is becoming holistic and encompasses the aspects of both social disjuncture and the quality of life -*

In terms of the benefit provided by public Internet access, **the concerned group expressed a more global attitude** than libraries' staff which, the same as during the previous year, **encompassed both social and economical benefits provided by PIA**. The benefits of PIA named by the libraries staff, directors and experts are expressed in the main two closely related ways: **the improvement of the quality of life** and **the reduction of social exclusion**.

- ✓ **PIA is reducing social disjuncture and discrimination:**

- **Ensurance of equal opportunities for information access and the availability of services** despite from the type of the settlement (rural/ urban), income, age and other factors ("There's no discrimination for Internet access. In other words, it's a free of charge access which doesn't require to get any particular income" – expert from the Parliament, "In general... You can have no newspaper, you can have no other source of information available either, but the free of charge access in the library provides almost everything for free" – expert from the Office of the President).
- **Provision of equal opportunities to actively participate in the social life** ("In general, it's a project for education. It's a project intended to enlighten the society by the people from the government. Using it for free, especially when you don't have it at home is useful. Of course, if you have access at home, it's one way, but if you don't – it's especially relevant, as people in many provinces still don't have it. It's like an open window to Lithuania and to the world"– expert from the Office of the President; "Now Internet has become like, how to put it in the right words, already vital component of life. A person who doesn't know what it is or who doesn't know how to use it should, from my point of view, to experience a huge... disjuncture. Not necessarily a social disjuncture, but also a mental one, because he or she can't participate in a modern life then. In this sense, I think it has a big, a huge importance" – expert from the Office of the President).

- ✓ **PIA improves the quality of live:**

- **Through economical benefit – saving time and money** ("Starting with the fact that you miss queues, crowds and extra travelling", "A minimal waste of time" – expert from Information Society Development Committee; "People are saving a lot... They just don't have money. They have the money for the most important needs and, if they don't, they are saving them thinking that if something happens, they're going to need that money. Here an opportunity pops-up. On the one hand, it seems that a free service is not appreciated too much, but it's amazing, because people appreciate this service a lot. If you simply need a copy of one page, you already have to pay 20ct. Here, you can write an e-mail, get an answer or even see something and it doesn't cost anything – it's huge value" – expert from the Association of Local Authorities; "Quite a big share of the society remains that doesn't have Internet at home. It's like a service that is to be paid for at home, It's really useful for people struggling financially. In terms of the unemployed, in terms of seniors..." – expert from the Ministry of Culture).
- Provides the **opportunity to communicate in a virtual space** ("The possibility to write someone an e-mail, to talk to, let's say, with a relative who is living abroad" – expert The Parliament; "Finally you can talk to anyone you want – with your family at home, with friends, it's a communication center, because our all communication is practically online, if not live and there is more and more of the online communication" – expert The Office of the President).

- (Mentioned occasionally) Provides the opportunity to **use various services online, to perform different operations quicker and easier** (*"It provides the opportunity to do various things, for example, the opportunity to use various services" – expert from The Parliament*).
- (Mentioned occasionally) Provides the opportunity to receive **diverse and more objective information** (*"Every newspaper has it's own opinion and attitude and this information manipulates you. Internet provides, well, maybe such a spine for information reflection and critical attitude to information. This is the only advantage" – expert from the Office of the President*).
- (Mentioned occasionally) Provides the **opportunity to reach and use hardly available valuable sources of information** (*"We can touch something in the virtual world which is difficult to do in the real world... I don't know, for example, to read and see the Catechism of Mazvydas..." – expert from Information Society Development Committee*).
- (Mentioned occasionally) **Makes the job search easier** (*"In terms of being active in the job market, you can use various services, sending your CV, etc."– expert, The Ministry of Culture*).

In general, we can state that the attitude of concerned groups to the benefit provided by PIA expanded during the last year. Experts further highlighted the PIA benefits through the prism of social disjuncture reduction and quality of life improvement and also were able to name many more benefits provided by PIA to individuals and society: opportunity to reach and use hardly available valuable sources of information, provision of equal opportunities to actively participate in the social life, the opportunity to use various services online, to perform different operations quicker and easier.

**During the past four years the libraries' staffs' and directors' perception of PIA benefits for the community changed only slightly – the research participants focused more on the social PIA benefit.** The research participants of the separate surveys identified various social PIA benefits, however when assessing the tendencies **it is apparent that generally all these social benefits are associated to the reduction of social disjuncture** (and its increasing importance especially in the rural areas) **and improvement of life quality.** Meanwhile the perception of economical PIA benefit remains the same during the Project – according to the research participants this benefit is self-evident and occurs in two main ways – trough saving the money and time.

## 9. Library in a Public Sphere

### 9.1. Indicator 5A. The Reputation, Public Perception and Profile of the Library

#### THE EVALUATION OF LIBRARIES BY THE PUBLIC

- *Due to project "Libraries for Innovation", the evaluation of libraries' by communities is improving – library is becoming an equal member of the community -*

In the opinion of libraries' staff and directors', the community evaluates libraries positively. While comparing the evaluation of libraries in **urban and rural** communities, the latter one evaluates libraries especially positively due to the heavily decreased number of cultural centers (*"[Libraries are] concurrent in rural areas, it's the one focus of culture that is left; "Library is the only one. There are no schools anymore, there are no branches of cultural centers anymore..."- libraries' staff*).

In terms of the changes in libraries' evaluations during the last one year, in the opinion of libraries' staff and directors', **the communities evaluate libraries better** (*"They appreciate it more" - libraries' staff*), and this is firstly related to the process of modernity which is present due to "Libraries for Innovation":

- ✓ **The use of information technologies** in libraries (*"It's natural that technologies are very important", "Wireless Internet appeared" - directors; "In terms of technologies, library was becoming more modern " - libraries' staff*);

- ✓ Provided **teaching services** (*"I am very grateful for the community for the trainings"- libraries' staff*);
- ✓ **Improved quality of services provided** (*"[Community] started to trust the library and its services provided", "The events are good, there is fast Internet" – directors; "The level of services provided is increasing" – libraries' staff*).
- ✓ Provided **free of charge services** (*"People appreciate free events" – directors*).
- ✓ **Favorable social environment** is created (*"You can discuss something or go on a date..." – directors*).
- ✓ Libraries' **restoration** (*"The restoration hasn't started yet, because when the heating was not there, it wasn't very good..."*; *"The environment means a lot"- directors*).
- ✓ **Advertisements publicized in public environment** (*"Project helped a lot, as well as the commercials on TV"- libraries' staff*).
- ✓ Changing **image of libraries and libraries' staff** (*"The librarian has changed, she became more confident, she feels like a part of the community"*).

On the other hand, insufficient financial help for the fund of books and their renewal<sup>5</sup>, in the opinion of libraries' staff, could have had a negative influence to the evaluation of libraries (*"It's a tragedy when it concerns books" – libraries' staff*).

In terms of the evaluation of library by the community, libraries' staff, directors and experts noted that the relationship between the library, librarians and community changed. Earlier library was perceived as being aside from the community. At the present moment she has become an equal part of the community in both the eyes of community members and institutions (*"Before we had to prove our value... It was a shy and invisible job, now no one could say so", "Our director is saying that it's a lot of... They even stopped talking about closing libraries" – libraries' staff; "If the local government is trying to close a library, then the society goes into the protection mode. Well, then it means the acceptance of a library" – expert from The Parliament*). Nevertheless, although the image of libraries is changing in the community, the attractiveness of a librarian as a profession was evaluated controversially by the research participants. On the one hand, it is noted that the profession of a librarian is becoming more attractive (*"Now we're under the star light..."*, *"Community accepts a librarian as a real member"*), however, the remaining stereotype image of a librarian was noted to remain as well (*"I sometimes hear stories that <Oh, it's so boring, your sister is working as a librarian>..." – libraries' staff, "To me the caste of the libraries' staff is slightly pushed aside..." – expert from The Parliament*).

In terms of the evaluation of libraries by different social groups, libraries' staff and directors state that **the seniors evaluate the library the most positively** and indicate the following main reasons for such evaluation:

- ✓ Library is an irreplaceable place for this TG to learn and acquire knowledge (*"If a child gets some knowledge at school as well, then the retired get it here, in the library, only" – directors; "Older ones are not able to learn it on their owns and relatives don't help, they say: "Grandpa, you're stupid""- libraries' staff*).
- ✓ For seniors, the functions of libraries as a social spaces, places to gather and communicate are especially relevant (*"They feel good being in the library" – directors*).

Also, in the opinion of libraries' staff and directors', libraries are evaluated positively by educated people and children (*"Children appreciate libraries in summer in particular"; "Children who are skipping classes come to us, library is more popular than schools" – directors*), meanwhile, **the least favorable evaluations come from:**

- ✓ **Businessmen and government representatives** who, in the opinion of the research representatives, libraries' services are not relevant (*"The attitude of the businessmen is material, they don't need what the library can offer", "They buy a book and they're satisfied" – libraries' staff*).

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<sup>5</sup> The book funding is not the area of Project activities.

- ✓ **Students** (people with disabilities – mentioned occasionally by experts) the satisfaction of whose is not always ensured by libraries (*"They [students] are requesting the most and we are in lack of literature, books and then they are unhappy"- directors; „It may happen that students are evaluating it rather negatively, because, in their eyes, it's still a stagnant and not sufficiently flexible institution " – expert from The Office of the President; "I don't think that very good conditions are provided for them [the disabled] " – expert from the Ministry of Transport and Communications).*
- ✓ **People of average age who do not visit libraries** due to remaining stereotype unattractive image of a library/ a librarian (*"It's people of average age who visited library 20-30 years ago for the last time when they were studying in the university and when they would be shouted at by a crazy female librarian", "He was being „barked" at by an old bad lady"- directors)* and according to experts due to services which does not meet their needs (*"In the eyes of people of 30-50 years old, I think, library is not offering what they need, therefore, I believe their evaluation is not favorable – expert from the Office of the President).*

## THE ROLE OF LIBRARIES AND ITS CHANGE

*- The role of libraries changed not only in terms of contents, but in terms of a growing importance, especially in rural libraries, during the last year -*

Libraries' staff, directors and experts unanimously agreed that libraries had an important role of the storage of books (*"As a tradition, libraries were storages of books, almost like museums..." – expert from The Parliament)* and that at the present moment **library is having a role of a provider of various services, information, culture, education and the center of attraction for the community**. In terms of how this role changed during one year, TG representatives emphasized the most that these changes took place during a long period and were not drastic, but rather tendentious, consecutive, especially strengthened during the implementation period of the project "Libraries for Innovation" (*"It's been long years that we've been heading that direction. Now it's in a faster pace" – directors*). During the last one year, in the opinion of TG representatives, this **role changed not only in terms of its content, but in terms of growing importance** and not only for libraries' visitors and institutions (*"It strengthened in the eyes of users and other institutions – representatives of teaching institutions came to us asking for services, equipment..." – directors*).

Nevertheless, while comparing the importance of the libraries role in urban and rural areas, staff, directors and experts unanimously indicated that **the importance of a library increased more in rural libraries than in urban ones** during the last one year. It is related with the following factors:

- ✓ When the number of cultural centers diminished in rural areas, in the opinion of TG representatives, a double change took place. On the one hand, community started appreciating libraries as vital community centers more. On the other hand, the engagement of libraries' staff and libraries in the community activities increased (*"Libraries are mostly participating in communities' activities – they are arranging projects, participating in councils, etc.", "In our community, a few members of libraries' staff are the chairpersons of the board" – libraries' staff, "Communities are emerging which support the libraries themselves and they don't have staffers anymore. The community, the ward itself – people are going there and they keep on changing each other. They are trying to keep that focus of culture" – expert from the Association of Local Authorities*). In such a way, the role of libraries changed respectively – it became the main point of attraction of rural communities and, respectively, its relevance increased (*"It's for everything – for leisure and for work"; "It's not being spoken about the closure of libraries anymore" – libraries' staff*).
- ✓ In urban areas, on the other hand, there are quite a lot of cultural centers remaining, thus, libraries are perceived as one of the many alternatives. The role of libraries for urban communities, in turn, is not as important as for rural communities.
- ✓ Changes and the importance of libraries' role, in the opinion of TG representatives, are more visible in more interrelated communities. Thus, as the urban community is not so interrelated, information and changes in libraries are not as apparent (*"In a big city, people maybe don't even know about the changing things in libraries... About the becoming a part of the community, except*

for those who are directly involved in it. For example, I thought that in such smaller communities, this role should be more and more evident during the years and this should be making the community happy that there is a possibility to provide the new services as well " – expert from Information Society Development Committee).

## THE CHANGE OF LIBRARY'S IMAGE – EMOTIONAL EVALUATION

- *The same as during the previous year, library is perceived as a younger, more open and having gained more courage and self-confidence -*

During the qualitative researches with libraries' staff, directors and experts, projective technique of the third person was used and the research participants were asked during the research to describe what would be a modern library now, if it turned to a person. While analyzing the research data, the following tendencies may be noted:

- ✓ Most of the research representatives **spontaneously associated library with a woman**. We may make an assumption that, on the one hand, this association arises due to the female nature of the noun "library". On the other hand, this association may be influenced by a feminine image of the librarian profession ("*Here, I am basing my opinion on the experience gained with the librarians...*" – expert from *The Parliament*). However, some TG representatives from libraries' staff and experts associated library with a man. This association, in their opinion, was influenced by IT usage in libraries ("*If we relate this with technologies, then it's a man...*" – libraries' staff).
- ✓ In terms of the character traits of a library as a personality, **two controversial personalities of the library** appeared, as well as the occasionally mentioned "combinations" of these personalities:
  - A woman of average or older age (40-50 or more years old) who with no doubt has a lot of knowledge and experience and who is wise, smiling, but of a calm, sometimes phlegmatic and closed nature, an introvert.
  - A young woman (25-35 years old) who is energetic, extrovert, who likes communicating and represents a generation that grew up together with information technologies.

The main qualities regarding which the opinions of TG representatives differed were *introvert vs extrovert* and *age*. However, in this context, general traits of both personalities emerged: openness to novelties and information technologies, curiosity, being organized, simple, warm, good willed and attentive. We may make an assumption that these different personalities reflect the changing image of the library and the modernization process of the library. It is being confirmed by changes which, in the opinion of the research representatives, took place during one year: **library became more youthful, more open, it acquired more skills of communication with others, courage and self-confidence.**

- ✓ Mentioned occasionally, however, library is still perceived as being **of a rather reserved nature**: "*She knows a lot, but she is not sharing her knowledge, you have to ask her and push her to get it*", "*Not always accepting people and not always communicative. When he's not in the mood, he doesn't talk to you*", "*Not intrusive, but appealing*"- libraries' staff.

## 9.2. **Indicator 5B. [Extended] Mission and the Areas of Competence of Library**

- *The provision of novelties to the community and individuals is slowly beginning to be perceived as a part of the library's mission -*

The same as during the previous year, the main mission of the library, in the opinion of libraries' staff, directors and experts, is of a complex nature:

- ✓ **Informational** mission that was spontaneously mentioned by all research representatives to ensure the availability of information to the society through both traditional (printed information) and modern information channels (public Internet access, databases).

- ✓ **Cultural** mission that is also spontaneously associated with the activity of libraries and which is expressed through the protection of culture, its development and nurturance in both a traditional way (books, events) and modern, interactive way (e-books, blogs for culture, etc.).
- ✓ **Educational** mission. In the opinion of the research representatives, this mission in particular and related competences (pedagogy, andragogy) was the prime change during the last one year (*"Libraries' staff became pedagogues, andragogues, this is a big change. Some of the librarians who didn't have the skills of pedagogy had to fight with themselves and to start teaching"-libraries' staff; "Trainings are organized in libraries are slightly more varied, not only for computer literacy... Due to this service, the mission had to expand" – expert*).
- ✓ **Social-communal** mission, especially emphasized among directors and experts, and perceived as the creation and ensurance of favorable social environment (*"We're highly emphasizing the social mission", "It's a place for the community, which has various needs, to gather", "You can discuss things and go on a date – it reduces social disjuncture" – directors*).

It was also mentioned occasionally during the FGD of directors that the **mission of the library is provide novelties**. It is an important improvement, a threshold indicating that libraries accepted the novelties introduced in them and the society is starting to perceive their provision to the society as a part of library's mission (*"To provide information, novelties, education, culture" – directors*).

In terms of how the mission of library changed during the last one year, in the opinion of libraries' staff, directors and some experts, the main changes were the **enhancing mission of education and the social-communal library mission**. In the opinion of some experts, the mission of the library did not change during the year, however, the means of its implementation did (*"The mission is to provide, disseminate education and information and it did not change, however, the forms of it changed" – expert from Information Society Development Committee*).

*- During the Project the perception of libraries role has significantly changed: from being a passive service intermediary it became an active service provider –*

**When analysing the evaluation of libraries' reputation, public perception and profile during the Project, the following changes and tendencies are apparent:**

- ✓ During the Project **the perception of libraries role has significantly changed**: if according to the data of 2008 the library performed the role of passive service intermediary, then during the Project this role has changed and according the data of 2011 survey, **the library is already perceived as a multiple service provider, the centre of information, culture, education and community attraction**.
- ✓ Other important change – **the shift of libraries mission perception, which occurred during the Project**. When analysing the data of 2008-2011 survey it is apparent that **the libraries mission has been tendentious changing during the past four years**: in the beginning of the Project the main libraries mission was related to the "promotion of reading". **Starting from 2009, the libraries mission was perceived as being of a complex nature i. e. involving more than one mission, which strengthened and increased during the Project respectively**: in 2009 the informational and social-communal missions increased and expanded, in 2010-2011 – social-communal and education missions. When comparing the perception of libraries mission in the beginning and in the end of the Project – **another important nuance became apparent – in 2011 as a part of libraries mission emerges the novelty provision**.
- ✓ According to the data of 2008 survey, it can be assumed, that a positive libraries evaluation in the society has formed historically, thus there were no significant changes in the societies evaluation during the Project – it remained positive. **The change of societies evaluation is best illustrated by the shift of libraries' staff perception which occurred during the Project: according to the research participants in 2008 there was a dominating attitude in the society that libraries' staff basically don't work, which in 2011 is no longer present and libraries' staff is now perceived as modern and attractive**.
- ✓ During the Project **the emotional image of libraries has changed**. Starting from 2009<sup>6</sup> the changes remained tendentious: according to the research participants, during the Project libraries

<sup>6</sup> The report of 2008 survey does not contain information about emotional libraries image.

self-confidence increased, it gained more communication skills, became younger, more modern and up-to date.

### **9.3. Indicator 2B. The Advocacy and Public Relations Skills of Libraries' Staff**

*- The advocacy skills of libraries' staff are insufficient, they are lacking both theoretical, practical and psychological knowledge -*

#### **GENERAL EVALUATION OF ADVOCACY SKILLS**

Libraries' staff relates the advocacy of a library to presentation of libraries' activities and results to various audiences (to the community, media, politicians, businessmen) and the request for funding. Libraries' staff indicated that the most often it is the libraries' directors that have to represent libraries (*"Our director represents our library. Journalists come to him. I'm not sure who would be visiting me instead", "We rarely represent the library, directors do that more often" - libraries' staff*). Meanwhile, **libraries' staff perceive the advocacy of libraries as a part of daily activity while working with libraries' visitors** (*"It happens even while communicating with the seniors..." - libraries' staff; "It's while interacting with the readers and visitors each day" - directors*). Some situations were also mentioned occasionally when libraries' staff has to advocate libraries themselves. It happens more often to the staff of libraries' branches or rural libraries (*"We're a branch, so the director will not be able to represent us all the time. We are receiving guests and the members of community, so we often have to represent the library ourselves" - libraries' staff*).

While discussing in general the skills of libraries' staff to advocate, in the opinion of most of the research participants, including the libraries' staff themselves, **libraries' staff have insufficient advocacy skills at the present moment** (*"They need to improve more" - directors; "No, we are unable to discuss all the topics...", "Knowledge never hurts", "I wouldn't like to represent a library, I don't know as much. I can present my work, but not the whole library, no. I wouldn't know what and how to say" - libraries' staff*). Although, in the opinion of libraries' directors', the skills of libraries' staff improved during one year (*"After taking the courses, they are more courageous and trust themselves more" - directors*), **currently they are still missing some practical and psychological knowledge** (*"There's a lack of knowledge still - how to communicate with various social groups, with the ward, government, community..." - directors*). Libraries' staff indicate that they feel bad and uncomfortable when they have to represent the library to the media, politicians or businessmen uneasy, especially when it concerns the requests for funding (*"We feel bad and uncomfortable. The fact that we have to go and ask...", "It's the most difficult to ask for money. We are shy" - libraries' staff*).

While discussing in more detail, individual advocacy skills of libraries' staff were evaluated differently in terms of both comparing these skills with each other and in terms of analyzing their evaluation by different TGs. A detailed analysis of the advocacy skills of libraries' staff is presented further in the report.

#### **THE PUBLICATION OF THE LIBRARY AND ITS SERVICES**

*- The advocacy and promotions organized by libraries' staff are out of date in terms of their form and content -*

Libraries' staff evaluated the following skills in both groups the same - as one of the most well established knowledge based on long-term practice and experience: publication of libraries' services to the public, for example, presenting services provided, communicating with partners and organizing promotions of provided services and activities (*"Only let the librarian talk", "We have experience, we know what to tell about the library", "We are organizing these promotions often" - libraries' staff*). On the other hand, libraries' staff admitted that their performed activities in the area of advocacy and promotion organization lacks ideas and novelty and they expressed their need to improve this knowledge (*"I'd like to learn to publicize better. We can't think of the ways how. It would be great to make it more varied" - libraries' staff*).

The representatives of the directors' TG considered these skills as well-established skills of the libraries' staff grounding their opinion on the fact that these are the activities performed by libraries' staff all the time (*"It's going on all the time, all the time", "Through proximate communication, various events,*

*promotions, joint projects” – directors*). Meanwhile, in the opinion of experts, libraries’ staff does have these skills (*“They are more or less publicizing it” – expert from the Ministry of Transport and Communications*), however, they should be improved due to the following problems related to the advocacy of libraries:

- ✓ **Advocacy and promotions carried out by libraries staff nowadays are out of date in terms of their form and content** (*“Rhetoric and communication of libraries’ staff don’t keep up with the pace of the public, media and eventually with the changed functions of libraries. Communication is very weak at the present moment” – expert from the Office of the President; “They do organize promotions, but their quality... Well, this is a different topic” – expert from the Office of the President*).
- ✓ **The knowledge of communication and advocacy are specific** and one needs a continuous preparation for it which libraries’ staff is in no possession of (*„You need knowledge and special competence for that. Libraries’ staff is being taught this today, but people are learning this like for four years” – expert from The Parliament; “The presentation requires understanding and preparation” – expert from Information Society Development Committee*).
- ✓ **Specific personal qualities are necessary** for a successful activity of advocacy (*“The public relations matters are very subtle and some people can implement this very easily, others might face problems, even though they can do it themselves easily” – expert from the Ministry of Transport and Communications*).
- ✓ **There is a lack of consistent politics of libraries in terms of advocacy.** The attention intended for advocacy today depends more on the attitude and initiative of the employee him/herself (*“It’s a matter of the philosophy of the librarian – if he or she considers this to be an important issue or not” – expert from the Ministry of Transport and Communications*).

In terms of the libraries’ publication channels used by libraries’ staff today, libraries’ staff and directors indicated that they used the Internet website of the library, social networks (Facebook), e-mails, library advertisement board, leaflets (for example, distributing them to post boxes with press) for publication of libraries. The main reason for limited advocacy of libraries’ services and promotions, in the opinion of the libraries’ staff, is low financing (*“Limited funding of promotions” – libraries’ staff*).

## **EVALUATION OF PARTICULAR ADVOCACY SKILLS OF LIBRARIES’STAFF AND DIRECTORS**

*- Advocacy is a new area for libraries’ staff which is currently perceived as the responsibility and duty of the director -*

**The ability to show/ emphasize the benefit of libraries provided to the public** was evaluated by libraries’ staff and directors as a **strong advocacy skill of libraries’ staff**. In the opinion of TG representatives, libraries’ staff is well aware based on their experience and practice of the benefits provided by libraries and are able to communicate them to the public (*“Experience is when you know everything and are used to talking about it...”, “It’s already how much we explained to you regarding how much benefit the computers provide, so if we started talking about books as well...”, “We have to write articles on our own...” – libraries’ staff*). However, **experts note that while various changes are taking place in libraries, the benefit provided by libraries to the community is changing respectively. They also have doubts, if libraries’ staff realized and understood the changed benefit. They evaluated the abilities of libraries’ staff to communicate and to present the benefit of libraries to the society as a skill which has to be developed** (*“In the first place, they do not realize that benefit themselves and, in turn, they are not able to „articulate” it and present it to others” – expert from the Office of the President, “We need to discover the benefit of the library and what the library can create, what value added can be acquired while investing in it, while attributing additional finance to it. It’s not about how many employers are working here, they are all of average age, let’s pay them their wages” – expert from the Ministry of Culture*).

In terms of **abilities to suggestively present the library or deliver a message**, libraries’ staff, directors and experts had a unanimous opinion. Today, the mentioned skills of libraries’ staff are insufficient, they need to be developed while teaching oratory and suggestibility (*“It is the most difficult to deliver it the way it’s credible” – directors; “We know how to show it, but do we know how to convince?” – expert from The Parliament; “We need oratory and the ability to write, the suggestiveness of speech, we need a simple class. They have to know the structure: introduction, enunciation, conclusion...” - directors*).

**The skills of libraries’ staff related to leadership** – the ability to gather a team and to lead it or to influence other people in order to gain benefit to the library – in the opinion of libraries’ directors and

staff, **also need to be improved or even to be learnt starting with the basics** ("We need the ability to be a leader", "I feel that I should improve how to work with adults..." – libraries' staff; "It's difficult for me to take the ribbons" – directors).

While evaluating these skills of libraries' staff, a few tendencies emerged:

- ✓ In these opinion of directors, **the advocacy skills depend on particular inborn personal abilities** that most of the libraries' staff are in lack of today ("Libraries' staff are modest people, it's difficult for them...", "They're shy", "Not everyone can do that", "Not everyone has that ability", "Leadership – it's something that you was either given by God or not. Usually these people go to study management" – directors)
- ✓ Advocacy requires **practical knowledge** as well ("They have information available, but they haven't developed their skills in practice", "Having inborn qualities is one thing, but another thing is that a person forms inner arguments only during a long-term practice" – directors)
- ✓ **Advocacy is a new area for libraries' staff**, which is currently perceived exceptionally as an area of the competence of a director ("This is a relatively new subject and most of the employees don't accept this burden, because the director can do it perfectly well", "We made such a survey in the library about who should represent the library. We had options provided and most of the people – around 80 per cent – said that it should be a public relations specialist, the second place was for a director, the third place was for department managers and the fourth place was for those who earn the most. In other words, this is the perception" – directors)

Directors evaluated their own advocacy skills more favorably and as stronger than those of libraries' staff, however, they also admitted that they wanted and were trying to improve and learn in this field ("We have sufficient amount of knowledge, but we like learning and improving", "The leadership skills aren't perfect yet...", "We lack conflict management knowledge... This is constant work with yourself", "You have to fight this indifference of other people", "It's about how the manager has to deliver something to an employee without suggesting his own opinion...", "There is special literature that we are reading and we are interested in what are the novelties" – directors).

## **COMMUNICATION WITH POLITICIANS, LOCAL GOVERNMENT AND BUSINESS INSTITUTIONS**

*- Communication with the politicians and local government makes the libraries' staff feel stressed and unconfident. Meanwhile, the idea of a partnership with business is still alien -*

Libraries' staff and directors spontaneously associated communication with the politicians and local government to requests for financing and stress. Respectively, **the ability to approach government, business or other institutions for support was evaluated** by libraries' staff, directors and experts as **one of the weakest skills of advocacy that libraries' staff should especially develop and learn from the very basics** ("This is the most difficult thing..." – libraries' staff). Research participants indicated the following reasons for such evaluation:

- ✓ The **process of asking is uncomfortable and stressful** for libraries' staff ("If you asked for something unimportant, that's OK, but our all requests are related to money. It's an uncomfortable situation to us and to them [politicians, businessmen] as well", "It's a horrible thing to ask", "The process itself is not nice – to go and ask: „Can you give me...“" – libraries' staff)
- ✓ Libraries' staff **does not feel having sufficient status and authority** ("You have to have a certain position, if you want to be asking", "It's unlikely that business will be interested in a simple librarian" – libraries' staff).
- ✓ Libraries' staff **lack personal skills and psychological knowledge** ("You need a lot of strength and know-how" – libraries' staff; "It is difficult to leave without getting anything and return later on again..." – directors, "Librarians have such a predetermined attitude that nobody is going to give them anything anyway" – directors).
- ✓ (Mentioned by the TG of experts) it is **difficult** for the libraries' staff to **think of powerful arguments to ground the need for financial support** ("The situation is tragic. I can say that even the simplest skill to write a simple project for the government, if we are talking about governmental institutions, then the skills are really poor, because we lack of creativity and basic artifice..." – expert from The Office of the President).

- ✓ (Especially emphasized by the TG of experts) **Libraries' staff lack the skills of doing business** while willing to establish partnerships with business institutions and **the idea of a partnership with business is alien** ("A library is a library and they want to make a big deal of it" – libraries' staff; "Library has to be able to go to that businessman and even be able to ask for something that is nearly charity. The library has to know how to say that there is some sort of benefit, if you join us for work, because we can introduce you. You need to have a feeling of doing business" – expert from the Ministry of Culture; "There is no understanding at all what language to use for speaking with business. You have to offer them something, it's not enough just to be good. You need to learn this from the basics, because they really don't have these skills and knowledge" – expert from The Office of the President) (For more information, please, refer to Indicator 6A).

In terms of requesting for support and finance, libraries' staff and directors unanimously indicated that they feel a difference between approaching business or government institutions. However, while discussing this difference, the opinions of respondents distinguished among groups. In the opinion of some research participants, it is easier to talk to government representatives and government regarding financial support, because government institutions are entitled to provide some sort of finance. Meanwhile, while discussing it with business representatives, libraries' staff and directors find it difficult to find convincing arguments – libraries' offers that would be relevant to businesses ("It is easier to talk to government, as they have our money, it's not private money", "We don't know how to emphasize the benefit from the psychological point of view. There were courses, but it's difficult to find the places where we could offer something to them [businessmen]" – libraries' staff; "When you are going to the government, you feel like they are obliged to help you", "Businessmen don't see you as an equal partner" – directors). On the other hand, some libraries' staff indicated that it is easier to talk to businessmen due to **another type of**, more favorable attitude towards librarians ("There are less problems with businesses, the business looks at it from a more human perspective" – libraries' staff).

## COMMUNICATION WITH THE MEDIA

- *Communication with the media requires both specific skills and abilities to make the media representatives interested -*

The abilities of libraries' staff to advocate a library while communicating with media representatives, in the opinion of the libraries' staff themselves, currently vary between skills that need to be improved and weak skills that need to be acquired from the very basics. Meanwhile, in the opinion of directors and experts, these skills of libraries' staff are weak and they need to be developed from the very beginning.

When discussing the reasons of such evaluation, a tendency was noticed. Distrust of libraries' staff abilities to advocate a library while communicating with the media is influenced by **a negative image of the media dominant in the public** ("It comes with an opposing attitude and you can do or say whatever you like, they will write the opposite anyway", "Among my other beliefs there is this one – a journalist is an enemy", "If they want to write something nice, then they are gentle and nice", "The media only distorts words" – libraries' staff). According to the research representatives, the media often is not objective and represents the interests of the third parties, therefore, communication with the media naturally requires additional knowledge and skills, some particular inner skills that libraries' staff, according to the research representatives, most commonly do not have ("Libraries' staff are too kind and too naive to be able to say the truth and protect their interests. You can say whatever you like, all will be distorted in the end. There won't be any use in it" – expert from the Ministry of Transport and Communications). The same as during the previous year, according to the research representatives, libraries' staff and directors mostly cooperate with local media, meanwhile, national media is not used as an information channel. Also, in the opinion of experts, libraries' staff are currently still unable to make the media interested, thus, this mean of library publication is not used appropriately and as much as possible ("You need to know how to present the information in a very specific way, so that the media would get interested and that it looked modern, interesting and attractive. You need specific knowledge for that" – expert from the Office of the President).

- *During the Project have changed both the perception of advocacy and its' importance, however the measures used for libraries advocacy remained insufficient, traditional, solitary and scattered -*

**When analysing the evaluation of libraries' staff advocacy and public relations during the Project, the following changes and tendencies are apparent:**

- ✓ **The changing perception of advocacy** – if in 2008 the advocacy was perceived as single-action activity rather than a sequence of activities and related solely to the presentation of new services, then during the Project this perception has changed – libraries' staff started to perceive the advocacy as a complex activity concerning all services of the library.
- ✓ During the past four **years the perception of the importance of advocacy has changed as well** – in the beginning of the Project an attitude was dominating that library in the society is a value in itself, which doesn't need advocacy and advertising, during the Project this kind of attitude has changed – according to the data of 2011 survey **the advocacy is already perceived and recognized as important activity for the libraries.**
- ✓ On the other hand, during the whole period of Project implementation **the libraries advocacy activities were evaluated as insufficient, solitary, scattered, lacking integrity, strategy and the libraries' advocacy methods – traditional and „out-dated“.**

## **10. Local, Regional and National Funding of Libraries**

### **10.1. Indicator 6A. Funding Provided for Libraries**

- *Due to limited financing of libraries, the traditional services of libraries suffered the most during the last year -*

According to the evaluations of all research participants, **the financing provided for libraries** during the last year **was insufficient**. Nevertheless, the opinions of the research representatives regarding how in particular the financing changed during the last year distinguished. According to the libraries' staff and some directors, the funds provided to libraries diminished during the last year (*"Well, in the scope of all Lithuania, as far as I know, the financing diminished" – directors*). Meanwhile, as some of the directors and experts claim, financial support during this year was greater than during the previous year, however, this change was insignificant (*"It increased last year, we have a new minister" – directors*). In general, we can state that **the financing in general is still perceived as diminished, as not yet reaching the initial level before the budget reduction** (*"In general, it slightly increased", "We didn't reach what was 4-5 years ago" – directors*).

According to the research representatives, the same as during the previous year, **the limited financial support of the government made the traditional services of libraries suffer the most:**

- ✓ **The fund of books** which, according to the research representatives, was renewed during the last year, however, according to the evaluation of libraries' staff and directors, remains poor still (*"We received slightly more books than the previous year...", "It [financial support] is not sufficient, the books became more expensive" – directors*).
- ✓ **Subscribed press** (*"We order less publications by subscription" – directors*).
- ✓ **Events organized** by libraries (*"We are organizing the events using our own finance", "There's limited financing of promotions" – libraries' staff*).

Another relevant and, according to the research representatives, severe problem related to insufficient funding is **inadequate pay for libraries' staff**. Although libraries' staff and directors evaluated the novelties implemented due to the project "Libraries for Innovation" very positively, nevertheless, they expressed their dissatisfaction with increased workload and an unchanged pay rate (*"We are able to perform so many various functions and we are doing so much and the wages are so low" – libraries' staff*). According to the libraries' staff and directors, **the salaries currently paid to libraries' staff are too low to encourage and motivate librarians**. Moreover, according to libraries' directors, **there are more**

**and more cases of libraries' staff finding better paid jobs after improving their competences and knowledge due to the project "Libraries for Innovation"** ("These trainings helped our employees a lot – they found much better paid jobs", "This did a lot of damage for the library" – directors).

While discussing about other possible sources of finance, libraries' staff and directors had a strong stance on **library funding that it is exceptionally the responsibility of the government** ("Let the government take care of it" – libraries' staff; "What other sources? There should be who it should be – the government. It's the attitude of the government. Even municipality depends on the government. If they don't give it to the government, they don't give it to us" – directors). However, notwithstanding this strong stance, directors indicated that libraries are looking for extra financing individually as well, most often when writing proposals to various projects ("We are writing project and are getting funding each year" – directors).

**More and more attempts of libraries staff and directors to get funding from business entities as well were noted. These attempts are currently single, occasional, but they also indicate a growing interest, consciousness and pro-activeness of libraries' staff.** While analyzing the examples of collaboration with businesses indicated by libraries' staff and directors it may be noted that communication with the media is takes place in different forms. The most often it is barter exchange when equipment and production is provided for services or promotion in libraries ("We are cooperating with "Biovela", we have this little meat factory, so when we are organizing events for children, we are badgering them regarding sausages and we are promoting their advertisements. We are organizing readings there and we bring sandwiches. There are 300 of children and they still get all hungry. They eat these sandwiches and listening to stories" – directors, "I asked for ear plugs and a microphone from "Topo centras", because I promised to advertise them to visitors. They gave me the cheapest ones, but at that time I didn't have any. I had a problem with Skype" – libraries' staff). However, there are cases when libraries' staff "sells" their services, for example, renting premises or promotion services. It may also be noted that **libraries' staff, who managed to find additional financing from a business, claimed to have felt satisfaction and self-confidence** ("I felt happy and not only for myself, but also for the elderly people who will be able to talk to their children" – libraries' staff).

## **10.2. Indicator 6B. Financial Support for Public Internet Access**

- *The remaining stable PIA funding ensured the remaining popularity of libraries among visitors -*

When discussing the funding provided for public Internet access, research representatives indicated that **financial support intended for PIA did not change during the year.** The same as during the previous year, project organizers and municipalities were following their responsibilities and ensured in such a way the stability of libraries' activities. Libraries' staff and directors emphasized that **financing and attention for public Internet access were the main reasons that determined the remaining popularity of libraries among visitors and counterbalanced limited financing for traditional services.**

When discussing about PIA financing during the last year, **the concern of libraries' staff, directors and even experts regarding the future of libraries' after the project end was obvious.** According to the libraries' staff and directors, having in mind the tendency of constant improvement of information technologies, the novelties introduced in libraries will soon become morally old-fashioned, if no renewal is made and libraries will slowly regress to the previous condition. While talking to the libraries' staff and directors, it was obvious that **libraries' staff got used to and honestly accepted the idea of an innovative library. This image is attractive to the libraries' staff themselves and also the directors and the fear and unease to lose it were real** ("The attitude towards the library changed. Previously, a library meant a newspaper and a book. Now it's image was changed completely, it's formed. If there's no constant publication, it may happen that the library will get back to its initial position, it will seem that there are no books there and the image may decline... - directors)

Research representatives unanimously agreed that **PIA funding has to be ensured in the future as well** ("It's necessary to find an opportunity to further finance the support of infrastructure, because an immense input was made and we can be expecting for the next two years that the infrastructural part will be OK, it will have to be renewed later on and another part is the soft one – trainings, competencies and librarian encouragement. You need money for that as well..." – expert from Information Society Development Committee). According to the experts, **government should be interested in that the**

**most**, because the IT system established in libraries is unique, has a big potential and can be successfully adapted while cooperating with institutions of public sector as the main channel for information distribution and popularization of e-services of the public sector.

Meanwhile, directors indicated that after **the project "Libraries for Innovation" finishes, they are planning to pay attention to the improvement of libraries' staff qualifications further on and that they were already searching for these opportunities** (*"We have plans to maintain the training center by ourselves. We would like that Martynas Mazvydas library helped us and we are also dreaming of the relationship with Kaunas University, where there are professors that we know. We are not panicking that the trainings will stop, we still have some funds that are not being reduced", "We are also thinking that firstly the attention has to be paid to keeping the qualification, we have some projects", "We are waiting for answers regarding a few projects, we are planning to approach fellow-countrymen, because we do have bright people, why not to help...", "We are going to keep in touch with the education center which encompasses cultural employees and not only teachers" – directors*).

*- A significant change during the Project – more and more attempts of libraries to get funding from other alternative funding sources, find opportunities of cooperation with business entities are noted -*

When analysing the evaluation of libraries funding during the Project, following tendencies are apparent:

- ✓ **The funding provided for libraries was perceived as problematical and insufficient during the whole Project implementation period.** Meanwhile according to the research participants, **the financial support for PIA has increased in the beginning of the Project and remained stable during the rest Project implementation period.**
- ✓ During the past four years **a significant change is apparent regarding the search of new, alternative funding sources.** In 2008 the research participants related the libraries funding exceptionally with governments responsibility (this stance remained unchanged through the whole Project) and the opportunity to cooperate with business entities emerged only as an idea in expert target group. In 2011 survey part of research participants already could name particular experiences of successful cooperation with business sector. **Thus, it can be stated that a certain tendency is apparent – libraries began seeking more actively for alternative funding sources.**
- ✓ While discussing the future opportunities of PIA **funding a certain concern of research participants was apparent during the whole Project.** However, in 2011, towards the end of the Project, this attitude started to change – **the passive concern, which was dominating during the earlier surveys in 2011 survey is slowly being replaced by more concrete ideas and plans for PIA funding after the Project is finished.**

## **11. Initiatives of the Project "Libraries for Innovation"**

*- Promotions and initiatives of the project "Libraries for Innovation" intended for children were the most successful and evoked the greatest interest of visitors -*

While discussing the promotions and initiatives organized due to the project "Libraries for Innovation" intended for libraries' visitors, libraries' staff indicated that **libraries' staff evaluated these promotions very positively.**

According to the libraries' staff, "Gustavas Brain Battles" organized by the Project for children evoked the greatest interest among visitors (*"In our library, the schoolchildren got especially interested in the contest of Gustavas library. There was a fierce competition. The smaller ones were unhappy that there is no such*

thing for them. They liked it the most about computers and safe Internet and they did not like geography and history not as much", "They do like these sort of games", "They appreciated the promotions of Gustavas encyclopedia for both children and parents very much", "Brain battles were organized" – libraries' staff). Research representatives also positively referred to interactive tents organized by the project "Libraries for Innovation" during the city celebrations ("We were very excited during the town celebration – the interactive tent attracted visitors" – libraries' staff; "Let's say, these tents function during the town celebrations. They are very positively evaluated, indeed. Prestige and promotion increased. Even government representatives came to see it. They said, which library organized it so nicely. It means a lot to the library" – directors).

Nevertheless, libraries' staff noticed that **not all promotions received high interest from the visitors** ("Only female librarians participated in the latest promotions", "They used to come in the beginning, then they stopped and you are not able to get the previous ones back", "In the end, if was only us, libraries' staff, left" – libraries' staff) and indicated the potential reasons:

- ✓ **The subjects of promotions organized were specialized, therefore, relevant only to a small share of libraries' visitors** ("What can they teach about the arrangements of autumn goodies?.. People will say that they are doing it in some other way and that's it", "The themes were not super relevant" – libraries' staff).
- ✓ Some promotions were **organized belatedly** ("Autumn goodies were organized too late", "People had already organized their food by then, another promotion was also like that" – libraries' staff).
- ✓ Broadcasts **lacked interaction**, they were **too long** ("It's boring... Sitting two hours by the computer..." – libraries' staff).
- ✓ (Mentioned occasionally) Some of the broadcasts were organized at **timings not convenient for the visitors** ("Wrong time. For pensioners you have to organize it in the morning, not in the afternoon", "Not all libraries were open during the days off" – libraries' staff).

According to the libraries' staff, some promotions **attracted new visitors to the libraries**, especially children ("In the beginning there were 8 and then there were 15" – libraries' staff). The **promotions also improved the image of libraries'** ("A promotion to the library", "People can see that this is not a bubble, that there are real activities" – libraries' staff).

*- Information regarding the project "Libraries for Innovation" was sufficient for all research representatives and some of them stated that they used Project evaluation research data for their work -*

All research representatives claimed **that they were receiving sufficient information regarding the project "Libraries for Innovation"**. Most of the research representatives indicated that they had subscriptions for and received Project **newsletters**. Meanwhile, experts claimed that they mostly received information regarding the Project when contacting the Project implementation team directly or through TV advertisements. While discussing the information channels used for the communication of the project "Libraries for Innovation", research representatives unanimously indicated that these channels and information received is sufficient ("The most often we are using e-mails and websites" – directors).

When discussing the impact assessment studies of the project "Libraries for Innovation", research representatives indicated that information received during the research is valuable. **Some of the directors stated that they used the data of these reports at work – for representing libraries, requesting for financial support or writing reports to the press** ("We are using in when we are presenting the library", "When the seminars are being organized", "It means that if you need money from the local budget and if the numbers [data] are useful to us, we use it", "When inviting media representatives, it's also our contacts...", "It's very good in reports and presentations for the government", "With the media", "To inform the society and employees" – directors). Some of **experts indicated that they used this data for various purposes depending on the specifics of the task** and mostly for preparing reports ("Yes, because we're actually using it in some reports when we are discussing about the sector. Yes. But it's more about some general ones, not digging much into the specifics" – expert from Information Society Development Committee)).

According to the libraries' staff and directors, the most useful data for them is the one regarding the changed visitor flows ("What's the increase in the number of visitors, how much money is invested into this matter", "The reviews of consumers", "About the readers, it's a research of their opinion, about the Internet" – directors). In terms of what data will be necessary in the future, experts indicated that **statistical information about changes is required the most** ("You have to accumulate statistics every

year, but I doubt that you need more in-depth analysis. It would be worth doing it every 3-5 years, if you wanted to answer, if we were heading the right direction. Then, I think, it's essential" – expert from the Office of the President; "The reports that we are receiving, which are introduced by the people of the project, are actually very informative. For example, these sections, the service spectrum, percentages of who used what" – expert from The Parliament; "For us, it will be the most relevant that the numbers are current, what is the flow, just to imagine the scope, for example, how many public Internet access points there are, what is the attendance rate, what are the flows. How many points, how many computers, visitors, it has to be measured by some parameters or by hours... The occupancy is counted by hours. For example, what is the most common, what are people looking for, what are people missing the most often, what are they learning the most? To imagine such things, the usage of infrastructure more from the client side" – expert from Information Society Development Committee; "Inter-institutional collaboration. How much various offices use libraries to disseminate information, to make it available, more available to people and communities" – expert from the Office of the President).

## 12. **Conclusions** (formulated based on the information of the research conducted in 2008-2011)

When generalizing the information received during the qualitative research, we can make the following **main conclusions**:

- ✓ Novelties implemented during the project "Libraries for Innovation" period **compensated the diminished supply of traditional services and amortized potential negative consequences**. Thus, the Project not only saved libraries from a potential optimization of the number of libraries, but also **strengthened their importance, role and provided benefit to the community and ensured the attractiveness of libraries for the institutions of the public sector**.
- ✓ Tendencies regarding the novelties and innovations, which emerged in the beginning of the Project, remained obvious during the whole Project implementation period. The **changes indicated** during this year **were evaluated as long-term, not cardinal, but tendentious and consistent**.
- ✓ An important move during 2011 – an **apparent assimilation of modern technologies and libraries' activities**. Modern services are starting to be perceived as traditional, integral services of libraries, information technologies are becoming an irreplaceable tool for work for libraries' staff and the provision of novelties to the society is slowly becoming to be perceived as a part of the library's mission. It all indicates that the **libraries' staff accepted and "shook down" with the novelties implemented due to the project "Libraries for Innovation"**.
- ✓ The **skills and motivation of libraries' staff of using information technologies strengthened during the last year**. The tendency noticed in 2010 regarding the growing consciousness of libraries' staff to strive to be more professional in their positions remains relevant. Libraries' staff is willingly participating in trainings organized by the project "Libraries for Innovation" and is more motivated to learn to use the latest information technologies, to improve and increase their qualification.
- ✓ During the last year, **the education mission of libraries was developed the most**. Libraries' staff started training the visitors actively, they acquired the knowledge of andragogy and psychology that were necessary for this matter. The **social-community mission of libraries strengthened as well**. In libraries, attractive social environment is created where the communication and safety needs of various special and hard to reach groups can be satisfied. These factors together with the development of PIA access points in rural areas are diminishing the social disjuncture of various social groups and are improving the quality of life.
- ✓ Although general attitude of libraries' staff is that the government is responsible for the financial support of libraries, nevertheless, **more and more libraries' staff initiatives and attempts to get financial support from the business sector were recorded during the last year**. These attempts are still occasional at the present moment, however, they indicate a **growing interest and consciousness of libraries' staff**.
- ✓ **Due to the libraries modernization** which occurred during the Project, **an additional value was created in the libraries**, which in turn, **facilitates libraries' advocacy** and is perceived as a basis, which ensures a certain funding in the future.
- ✓ The same as during the whole Project period, the concerns regarding the future of libraries after the project "Libraries for Innovation" is finished remain substantial in 2011 as well. During the last

year, **directors claimed that they were already looking for particular ways and communication opportunities due to which they could support and increase the competencies of libraries' staff after the Project is finished.**

***Nevertheless...***

- ✓ The pay of libraries' staff and increased workload are causing a great dissatisfaction of the staff. **A tendency was noticed that libraries' staff who improved their competencies due to the Project find better paid jobs.**
- ✓ **Libraries are currently still not capable to satisfy the needs of the disabled.** The premises of most of the libraries are still not adapted to people having movement disorders and they lack of disabled friendly information technologies. Moreover, libraries' staff is not aware how to use these technologies and lack knowledge in general how to serve disabled people.
- ✓ The same as the previous year, **strategic, continuous publication of libraries is still missing** and the advocacy skills of libraries' staff are insufficient at the present moment.
- ✓ **The abilities of rural libraries' staff to use IT remain relevantly weaker than those of urban libraries' staff.**