

DE GRUYTER
SAUR

Claudia Lux

LIBRARIES ON THE AGENDA

LOBBYING AND ADVOCATING FOR LIBRARY
AND INFORMATION PROFESSIONALS



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Abbreviations

A2K	Access to Knowledge Coalition
AASL	American Association of School Libraries
ABF	Association des Bibliothécaires de France
AGB	Amerika-Gedenkbibliothek
ACE	Action for Climate Empowerment
ACF	ASEAN Cultural Fund
ACRL	Association of College & Research Libraries
ADL	ASEAN Digital Library
AfLIA	African Library and Information Associations and Institutions
AI	Artificial Intelligence
AIM	Accessible Instructional Materials
ALA	American Library Association
ALCTS	Association for Library Collections & Technical Services
ALIA	Australian Library and Information Association
ARL	Association of Research Libraries
ASEAN	Association of Southeast Asian Nations
AU	African Union
BdB	Bundesverband der deutschen Bibliotheks-Freundskreise
BDB	Bundesvereinigung Deutscher Bibliotheksverbände
BID	Bibliothek & Information Deutschland
BIS	Bibliothek Information Schweiz
bjk	Bundesvereinigung Kulturelle Kinder- und Jugendbildung
BSLA	Building Strong Library Associations
BMEL	Bundesministerium für Ernährung und Landwirtschaft
BUND	Bund für Umwelt und Naturschutz Deutschland
BzKJ	Bundeszentrale für Kinder- und Jugendmedienschutz
CAL	Colorado Association for Libraries
CERL	Consortium of European Research Libraries
CETA	Comprehensive Economic and Trade Agreement
CD	Compact Disc
CEN	Comité Européen de Normalisation, European Committee for Standardization
CILIP	Chartered Institute of Library and Information Professionals
CIPA	Children's Internet Protection Act
CLM	Advisory Committee of Copyright and other Legal Matters
COCI	Committee on Culture and Information
COP	Climate Change Conference (UN) (Conference of the Parties)
COVID-19	Coronavirus Disease 2019
CoE	Council of Europe
CPF	Conservative Policy Forum
DACCA	Deferred Action for Childhood Arrival
dbv	Deutscher Bibliotheksverband
DDB	Deutsche Digitale Bibliothek
DINI	Deutsche Initiative für Netzwerkinformation
EBLIDA	European Board of Library, Information and Documentation Associations

XII — Abbreviations

ECLAC	Economic Commission for Latin America and the Caribbean (UN)
ECOSOC	United Nation Economic and Social Council
EGIL	Expert Group on Information Law
ELSA	European Libraries and Sustainability Assessment
ELSID	European Libraries and Sustainable Development Implementation and Assessment
EU	European Union
ESCAP	Economic and Social Commission for Asia and the Pacific (UN)
FBI	Federal Bureau of Investigation
FEBAB	Federação Brasileira de Associações de Bibliotecários, Cientistas de Informação e Instituições
FOLA	Friends of Libraries Australia
GAFA	Google, Apple, Facebook, Amazon
GATT	General Agreement on Tariffs and Trade
GATS	General Agreement on Trade in Services
GCC	Gulf Cooperation Council
HEI	Higher Education Institution
HLPF	High Level Political Forum on Sustainable Development (UN)
HRK	Hochschulrektorenkonferenz
AASL	American Association of School Librarians
IASL	International Association of School Librarianship
ICLEI	International Council for Local Environmental Initiatives
ICT	Information and Communications Technology
IFLA	International Federation of Library Associations and Institutions
IFLA/FAIFE	IFLA Committee on Freedom of Access to Information and Freedom of Expression
IFLA/IAP	IFLA International Advocacy Programme
IFLA/LDP	IFLA Library Development Programme
IGF	Internet Governance Forum
IKMZ	Informations-, Kommunikations- und Medienzentrum Cottbus
ISBN	International Standard Book Number
ISO	International Standard Organisation
IT	Information Technology
ITU	International Telecommunication Union
IuK	Information und Kommunikation
KEK	Koordinierungsstelle für die Erhaltung des schriftlichen Kulturguts
KMK	Kultusministerkonferenz
KPI	Key Performance Indicator
LBZ	Landesbibliothekszenrum Rheinland-Pfalz
LIANZA	Library and Information Association of New Zealand Aotearoa
LIASA	Library and Information Association of South Africa
LIBER	Ligue des Bibliothèques Européenne des Recherche – Association of European Research Libraries
LIBLEG	Expert Group on Library Legislation and Policy in Europe
MENA RDC	Middle East and North Africa Regional Division Committee
MEP	Member of the European Parliament
MIL	Media and Information Literacy Alliance
MP	Member of Parliament
NGO	Non-Governmental Organisation

NLB	National Library Board Singapore
NRW	North Rhine-Westphalia
OA	Open Access
OAS	Organization of American States
OAU	Organization of African Unity
OECD	Organisation for Economic Co-operation and Development
PC	Personal Computer
PISA	Programme for International Student Assessment
PL	Public Library
PLA	Public Library Association
PLR	Public Lending Right
PR	Public Relations
QNL	Qatar National Library
RNI	Rassemblement National des Indépendants
SäBiG	Sächsische Bibliotheksgesellschaft
SADC	Southern African Development Community
SBP	Stowarzyszenie Bibliotekarzy Polskich
SDG	Social Development Goals
SKR	Sveriges Kommuner och Regioner
SL	State Library
SLA	Special Library Association
SLUB	Sächsische Landesbibliothek — Staats- und Universitätsbibliothek Dresden
SMEs	Small and Medium-sized Enterprises
SPARC	Scholarly Publishing and Academic Resources Coalition
SSA RDC	Sub-Saharan Africa Regional Division Committee
STEM	Science Technology Engineering Mathematics
SUB	Staats- und Universitätsbibliothek Göttingen
SUL	State and University Library
SWOT	Strengths, Weaknesses, Opportunities, Threats
TDM	Text and Data Mining
TRIPS	Trade-Related Aspects of Intellectual Property Rights (TRIPS)
TTIP	Transatlantic Trade and Investment Partnership
UK	United Kingdom
UL	University Library
UN	United Nations
UNECE	United Nations Economic Commission for Europe
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCSWA	United Nations Economic and Social Commission for Western Asia
USA	United States of America
VAT	Value-added Tax
VNR	Voluntary National Review
VÖB	Vereinigung Österreichischer Bibliothekarinnen und Bibliothekare
WBU	World Blind Union
WIPO	World Intellectual Property Organization
WSIS	World Summit on the Information Society
WTO	World Trade Organization
ZLB	Zentral- und Landesbibliothek Berlin

1 Introduction

“Libraries on the Agenda” was the theme of the author while President of the International Federation of Library Associations and Institutions for the years 2007 to 2009 to mobilise librarians and information professionals to take action in the political arena and to put libraries on the agenda of political decision-makers in order to advocate for a better development of libraries.

In 2022 the author’s practical handbook on lobbying for libraries was published in German, *Praxishandbuch Richtige Lobbyarbeit für Bibliotheken* (Lux 2022). This book, *Libraries on the Agenda*, is based on the German publication and is in many parts a direct translation, altogether more than half of the original text. However, as the political federal structure in Germany is quite different from many other countries, many of the specific lobbying activities in Germany are not part of this volume. The author has tried to integrate international advocacy stories by conducting additional interviews with outstanding library advocates at the international level whose experience is reflected in many parts of this book. Overall, it is estimated that up to one third of the material is new compared to the German version.

Advocacy for libraries can evoke approval but also protest; approval because most librarians and information professionals believe it is important for libraries to receive more attention and political affection, primarily in the form of better funding, while protest against advocacy can arise because librarians and information professionals, with their positive self-image of providing information to all citizens, do not want to be dragged into the dirty business of lobbying. Library advocacy is thus about lobbying for libraries without doing the dirty work of lobbyists, which is why the word “advocacy” is used in this book. The extent to which advocacy is possible, and whether it is possible at all, is explained in this book. In doing so, it is necessary to describe the various aspects of politics in which action is taken for or against libraries and information institutions.

Step by step, this book will not only demonstrate the need for library advocacy to policymakers, but also provide useful tips on how to successfully advocate for libraries at different levels of government: in the community, in the university, in an institution or even at the national level. The basics of political structures are explained, which is essential knowledge for effective advocacy, while the role of libraries in society is described for library advocacy, with an attempt made to develop suggestions from this particular point of view. It is impressive that we can now report on many successful advocacy activities for libraries worldwide, and that libraries are developing more and more convincing arguments for their role in society. Most of the examples are from public or commu-

nity libraries, which is understandable as there are three times more public libraries than academic and research libraries worldwide, but many examples are useful for all types of libraries.

There are 19 chapters in this book. This introduction is followed by Chapter 2, which describes the terms lobbying and advocating in more detail, providing a definition and a precise boundary for library advocacy. Chapter 3, on library policy, explains what library policy is and how advocacy relates to it, with the elements of politics – power, policy-making, values – placed in a library policy context. Chapter 4 attempts to present the role of libraries in society and to explain the ethical principles specific to the profession in order to provide arguments for libraries that are needed in library advocacy. Chapter 5 briefly outlines the five levels of political decision-making, from local to international, as knowledge of the political structure is the most important basis for any advocacy activity. Chapter 6 looks at the main policy areas for library advocacy and shows where it goes beyond cultural and educational policy. Chapter 7 begins with a description of current advocacy issues at the international level, with the focus on the United Nations Sustainable Development Goals (UN SDG) and their relevance to libraries; this is based on a detailed description of the opportunities for libraries offered by the Sustainable Development Goals, as developed by IFLA. Chapter 8 briefly presents the main issues of library advocacy at intergovernmental levels such as the African Union or the European Union. Chapter 9 describes library advocacy activities at national level and regional levels to show how library stakeholders can influence the regulations and laws that are important to them. Chapter 10 looks at advocacy at the local level, which is less about legislation and more about the involvement of public libraries in important social issues that are negotiated in local communities. Chapter 11 briefly discusses some specific aspects of advocacy for academic libraries, special libraries and school libraries within their institutions. Chapter 12 explains how to use government strategies and political party goals for library advocacy. Chapter 13 focuses on active advocacy by library associations and how they encourage their members to advocate. The role of friends of the library, library boards and user groups in advocacy is discussed in Chapter 14. Chapter 15 presents examples of successful advocacy from a variety of sources, with this chapter based on several expert interviews with people who have been successful in advocating for libraries. In addition to the successes, Chapter 16 presents the failures of library advocacy to learn from the pitfalls of advocacy. Finally, in Chapter 17 you will find a compilation of advocacy tips, drawn from the experiences of many people; they are not intended to be exhaustive and rather are tips that have emerged from various examples (in fact, many tips for advocating are hidden in other parts of the book and should not be repeated here). Tips are also given in Chapter 18, as all interviewees were

asked to give their best advice on advocacy. In the final chapter, Chapter 19, the author tries to present a brief outlook on the future of successful advocacy for libraries.

This book can be read in any way, not necessarily from beginning to ending, with no particular order necessary to learn the essential aspects of library advocacy. In each chapter, important and relevant knowledge from other chapters is pointed out or a short summary is given; depending on how much time you have, you can decide whether you want to read the additional and background information on policy. For those who read this book strictly from cover to cover, there are short repetitions and summaries, which should also make systematic reading easier.

Special thanks are due to the following nineteen people who supported this book by making themselves available for interviews about their own experiences of advocacy, thereby greatly enriching this work: Hans-Erich Au, Rashidah Begum, Carolina Botero Cabrera, Thomas Bürger, Andreas Degkwitz, Tuula Haavisto, Rolf Hapel, Eric Hattke, Li Donglai, Elmar Mittler, Jennefer Nicholson, Liv Sæteren, Barbara Schleihagen, Bernd Schmid-Ruhe, Gene Tan, Ellen R. Tise, Hannelore Vogt, Wu Jianzhong and Stephen Wyber. The author would also like to thank the Humboldt University Library and the Staatsbibliothek zu Berlin for their unlimited support during the COVID-19 pandemic, both physically and digitally. The author would like to express her gratitude to the Open Access Team of the Humboldt University Library for their financial support in the publication of this book in an open-access format.

Any errors are the responsibility of the author, who is aware that some of the examples will be out of date before the book is published and has tried repeatedly to show the underlying principles of successful advocacy. Making librarians and information professionals more aware of advocacy has also been the aim of her many years of lecturing on library policy at the Berlin School of Library and Information Science at the Humboldt University of Berlin, on which this work is based. For anyone who wants to advocate for libraries, this book aims to provide many examples of how to successfully engage in library advocacy to achieve one crucial goal: to put libraries on the agenda!

Claudia Lux
Berlin, February 2024

2 Lobbying and Advocating

This chapter defines lobbying, advocating, public affairs, government affairs and policy advice (see Figure 1), terms used to describe methods of influencing political decision-makers. It provides a general introduction to lobbying and advocating in order to recognise the basic principles and to be able to classify library lobbying and library advocating. The chapter also aims to help understand and overcome the negative perceptions of lobbying.

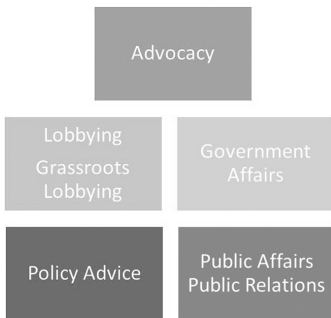


Fig. 1: Advocacy Terms. By Claudia Lux.

2.1 Negative and Positive Perceptions of Lobbying

Since Berlin became the capital of Germany again after the reunification in 1990, a special group of people have located close to the parliament building: the lobbyists. Almost all of them have now moved from the former West German capital Bonn to Berlin or at least set up an office there, with newcomers joining them. In September 2022, 29,106 individuals from 5,183 organisations were officially registered as lobbyists in the new lobby register of the German *Bundestag* (Deutscher Bundestag 2022). Everyone is trying to influence policy for their own interests – that is real lobbying.

How negatively lobbying is viewed in Germany and some other countries, especially in Europe, can be seen from various publications and critical statements, which increased in the spring 2021 due to various incidents. In particular, the affair of commissions paid to members of a political party in the German *Bundestag* for the state procurement of protective masks and tests during the COVID-19 pandemic was a major scandal. And reports about a lobbyist, the former defence minister, who successfully promoted the German payment processor Wirecard in a direct conversation with the chancellor for her trip to China in 2019, shortly be-



Fig. 2: Wirecard Headquarters, Aschheim.
Photo: Leo Molatore, CC BY-SA 2.0.

fore the company collapsed due to fraud, pointed to all the negative aspects of lobbying (see the former headquarters in Figure 2).

This negative image of lobbying in Germany was created decades earlier by reports and analyses of lobbyists in the pharmaceutical, energy and car sectors (Leif and Speth 2003), revealing one of the reasons why lobbyists are also referred to as “The Silent Power” or even “The Fifth Power” (Leif and Speth 2006). Many people object to this type of lobbying, which succeeds in pushing through legislative changes in parliament at the expense of the common good, exclusively for lobbyists’ own specific private economic interests. In addition, this kind of influence sometimes deviates from the legal framework through bribery and kick-backs, with public pressure or threats of job losses or the destruction of an entire industry often used to declare private economic interests as socially necessary.

There are various reports in the literature of how super-lobbyists co-write laws and dictate the direction of ministries (Langbein 2003; Speth 2006, 104), with numerous scholarly analyses and journalistic investigations also having reported on the dangers of this unchecked influence of lobbyists. However, it is not only certain sectors in Germany that have been severely affected in recent years; political groups have been urgently calling for a better control of all lobbyists, with the hope that a new regulation will ensure that all lobby contacts with political and administrative decision-makers will be publicly documented. After much hesitation, a new lobby register law was agreed in Germany by the end of 2021 (Deutscher Bundestag 2021a, b). Professional lobbyists registered in the lobby register now have to agree to a code of conduct and disclose their contacts with members of parliament, the government and the ministries, although there are many exceptions for parties, trade unions, churches, foundations and others. The list of contacts will be publicly available on the Internet and it is hoped that this will bring transparency and give counter-lobbyists a chance to exert influence. However, it remains to be seen whether this kind of transparency will actually strengthen the interests of the general public over the individual interests of a few powerful lobbyists.

Lobbying, however, is seen by politicians as part of a democratic decision-making process, which is in line with the OECD's view of lobbying (OECD 2022), with lobbyists seen as experts in their field. Before laws are passed, those affected, in this case the associations and their representatives registered with the parliament, should be given the opportunity to comment on and point out problems that the administration and politicians have not recognised in the legislative process, with hearings of the parliamentary commissions and individual discussions at various levels serving this purpose. The relevant associations are also called upon to inform their members about the details of the implementation of the laws that have been passed and to monitor their implementation in practice.

The more associations are in favour of certain regulations, the more politicians are convinced that laws and regulations will be implemented at all levels. However, it should be noted that the literature points to a clear change in lobbying over the last 20 years. Whereas associations used to be the key lobbyists for a defined larger group, there are now increased lobbyists who work for the individual interests of a company or a sub-sector, often without any association membership or in addition to and separate from their association membership (Burgmer 2003), and there is now an army of law firms representing the various individual interests of their clients and influencing legislation. Although the following chapters do not deal with this type of lobbying, it may be necessary for some readers to have a good understanding of the structures of the work of these lobbyists. It is also important for libraries to know how such lobbying can be successful and how it can lead to their own interests being represented. By understanding this

background, librarians and information professionals can learn what methods might be used by potential opponents of libraries, with this knowledge potentially helping to counteract lobbying and protect against unexpected consequences.

In many other countries besides Germany lobbying is regulated to protect against corruption and to show transparency in decision-making, although this has not been achieved in the European Union, with Members of the European Parliament (MEP) rejecting greater transparency in 2021 (Nielsen 2021). However, in the library sector worldwide, lobbying is often vehemently opposed for precisely these reasons, with it seen as something against the common good and only for the benefit of the lobbyist. This leaves the field of influence on government to vested interests, despite the government's offer to listen to different views on an issue. It is important to understand the positive and negative connotations of lobbying (see Figure 4). In principle, the aim of this book is to convey the positive aspects of lobbying: the representation of interests for the common good, to which libraries undoubtedly belong. This type of lobbying has increased significantly in recent years, and not just since Greenpeace began campaigning to draw attention to environmental problems, seen as other environmental organisations have been added to the list of lobbyists. The German nature conservation organisation BUND even published a brochure in 2005 entitled "Aktiv gegen Lärm" (Active against noise), which contains tips and tricks for successful anti-noise lobbying (Prenzel and Scherbarth 2005). These lobbying activities for nature can be used in any city, in any community, by anyone. Meanwhile, in the library world today, the positive lobbying work of the German Cultural Council, the umbrella organisation of German cultural associations, including the German Library Association, is better known. Worldwide, this kind of positive lobbying is part of the political engagement of librarians and library users, and it cannot be neglected or rejected if we want to put libraries on the agenda of decision-makers, whether their country is democratic or not.

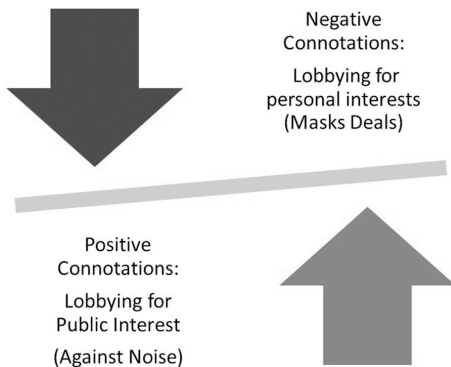


Fig. 3: Lobbying – negative and positive. By Claudia Lux.

2.2 Definition of Lobbying, Grassroots Lobbying, Advocacy, Policy Advice, Public Affairs, Government Affairs, Public Policy Communications, Public Relations

2.2.1 Lobbying

What do lobbying organisations do and what exactly is lobbying? Lobbying has many different definitions and even more different methods. The word lobby is often used to refer to the open space outside the chamber where elected or appointed decision-makers make political decisions, where parliamentarians can be approached and influenced by lobbyists. Today, the entire building of the Berlin Reichstag is a place for lobbyists, thousands of whom have been granted access to the parliament upon application as well as the associated ministries and various locations in the vicinity of the Berlin Reichstag; certain restaurants are even repeatedly mentioned as meeting places for lobbyists. In Germany, at least, the term lobbying or lobbyism seems to be close to the negative connotations outlined above, namely influencing political decision-makers for one's own benefit; various arguments are used to convince the most important decision-makers, while the threat of certain measures (strike, delivery boycott, job cuts) can also be described as indirect lobbying (bpb 2015). However, library associations and library lobbyists also seek to influence policy makers, albeit in the public interest.

The Organisation for Economic Co-operation and Development (OECD) has a clear definition of lobbying (OECD 2022):

Lobbying, the oral or written communication with a public official to influence legislation, policy or administrative decisions, often focuses on the legislative branch at the national and sub-national levels. However, it also takes place in the executive branch, for example, to influence the adoption of regulations or the design of projects and contracts. Consequently, the term public officials include[s] civil and public servants, employees and holders of public office in the executive and legislative branches, whether elected or appointed.

This is the main definition of lobbying used by librarians and information professionals. However, it is important to talk a little more about the term, how it is used in different countries and by different library associations, and why the term lobbying will not be used in this book.

In the USA, the term lobbying is used almost exclusively to refer to influencing legislation at the national and state levels. The American Library Association has published a fact sheet on Lobbying and the ALA (ALA 2008) that explains why ALA, as a 501(c)(3) tax-exempt organisation, is not allowed to spend money on lobbying (except for a non-substantial part of the activities and money). Therefore, the ALA provides the following definition of lobbying: "Direct lobbying includes

oral or written communication with members of a legislature, their staff, political appointees, senior executive office personnel for the purpose of influencing legislation or regulation. Preparation for lobbying is included in the definition of lobbying” (ALA 2008, 1).

The fact sheet also explains what else can be considered lobbying and that the ALA is not allowed to urge its members to influence legislators on any legislation. The restrictions include grassroots lobbying, which ALA defines as “an attempt to influence legislation through a communication with the general public – including reference to specific legislation, an expression of the association’s views on that legislation, and a call for action” (ALA 2008, 1). If ALA requests an opportunity to testify before a congressional committee, this may be considered lobbying (not allowed), but if it is done at the request of that committee, it is not lobbying (so it is allowed). Under these circumstances, ALA uses a non-substantial portion of its activities and money to lobby for libraries on budget, copyright, education, government affairs, civil rights, and telecommunications issues (ALA 2008, 4).

In many countries, from South America to New Zealand, the term lobbying is viewed more negatively, as described above. Dhawal Srivastava from India writes: “Lobbying has been one of the most scandalous activities in many modern democracies around the world, India being no exception” (Srivastava 2021). The negative connotation relates to professional lobbyists working for the personal benefit of their clients, influencing or even bribing politicians to change the law in their individual economic and financial interests. However, librarians must ensure that this negative image does not keep librarians and their lobbyists away from decision-makers. Lobbying is a form of informal, interest-driven contact with political decision-makers in the executive and legislative branches with the aim of exerting political influence. In exchange for information, advice and donations, interest groups, such as companies, associations, clubs, or non-governmental organisations (bpb 2015), hope to influence political decision-making and legislative processes. The threat of certain measures (strikes, supply boycotts, job cuts) can also be described as indirect lobbying. To protect the public interest from unfair lobbying, the OECD Council (Organisation for Economic Co-operation and Development) has developed recommendations on principles for transparency and integrity in lobbying and shows the distribution of regulations in different countries (OECD 2022). A report in 2021 shows that only 22 out of 195 countries have adopted transparency principles (OECD 2021).

With the above definition, lobbying may seem far removed from the day-to-day problems of libraries. Many laws in European countries are now made at the European level or in the United States and other countries laws are made at the state or federal level. Who are these executive and legislative decision-makers? Are they based in the national capital or in the state capitals?

Who are the lobbyists? Is every association a lobbyist? Is every lobbyist a member of an association? Lobbyists are people who, on behalf of their interest group, try to get certain decisions made to improve the situation of their group. While the pharmaceutical lobby is often criticised, lobbyists for animal welfare or for people with disabilities are widely accepted. The official lobby register of the German Bundestag lists a large number of associations that feel committed to the common good; these associations are also active in the Bundestag, with members of parliament and in ministries, to influence legislation in the interests of their members. By registering on the lobby list of the German Bundestag, the association can be asked about planned changes to the law that may affect its members or asked to give its opinion. Since it is not always clear to decision-makers as to how many areas, from education to literature to IT, libraries may be affected, the library association itself must actively demand participation; the same happens in non-democratic countries where library associations try to influence their decision-makers. Without this active role of librarians, policymakers will not be able to understand all the different aspects that affect the library and information field.

Associations are seen by decision-makers as consultative institutions whose involvement in decision-making processes creates a balance between the various interest groups and enables parliament to pass laws that enjoy a high level of consensus among the population or at least among the interest groups. However, the fact that this theoretical ideal rarely becomes reality is mainly due to the different weights represented by the various lobbyists. The car lobby, which represents hundreds of thousands of jobs, can threaten unpopular measures such as job losses and therefore argue differently from a cyclists' association. It is therefore often necessary for smaller associations to find partners with whom they can lobby for the same goal, especially as these small associations often cannot afford to employ someone to deal exclusively with contacts with politicians. These are associations such as the German Cultural Council, the lobby organisation for culture, in which libraries, theatres, museums, authors and many other cultural organisations are represented. Sometimes they have different views, e.g. on aspects of copyright, authors' associations, and libraries' associations. In this case, separate lobbying is required, while other common objectives are very effectively represented by the Cultural Council as the representative of both groups.

Joint lobbying by a coalition of associations also takes place at national level. Sports associations, churches or social organisations are all part of these lobbying networks at state and federal level, and many associations also play an influential role at local level. This perspective on the landscape of associations in all countries makes it possible to place lobbying for libraries in the right context, namely as an important way of maintaining contacts with political decision-makers with

the aim of getting them to support libraries. The representatives of the library associations and the directors of libraries are natural lobbyists for libraries, but they need the support of their members and staff. Circles of friends can also play a role in lobbying (see chapter 14). Everyone who wants to gain understanding and support for libraries in their own environment is a potential lobbyist.

In Germany, the term “lobbying” can be used for any kind of advocacy towards political decision-makers, not only at the highest level, but this is different in many countries. Other terms used by lobbyists on their business cards are policy advisor, public affairs, government affairs, public policy communication and even public relations. This makes the often negative term of lobbying sound better, but the aim of influencing policy makers is the same. These lobbyists represent companies or associations in contacts with politicians, also to influence laws or regulations in the interests of their clients. Law firms are increasingly taking on these tasks for their clients, because the aim of lobbying is usually to change the law, or to introduce or hinder new laws or regulations, where the legal background must be considered. Public affairs or government affairs, like lobbying, represents the interests of active lobbyists.

2.2.2 Deep Lobbying

Deep lobbying is used to influence public opinion in pursuit of a particular lobbying goal, developed in the US after some lobbyists were unsuccessful because of public opinion (Greider 1992, 43). Since then, lobbyists have tried to influence public opinion through news and articles, funding university research and reports that support their point of view. The extent to which this influence tactic could damage democracy and the will of the people is a matter of debate, with the example of the long-term influence of the car industry in Germany to show the importance of the industry to everyone, even with false data, suggesting its potential. Deep lobbying has a negative connotation of influencing public opinion with false information and is not used for library lobbying because librarians support truth in all aspects of life and fight fake news.

2.2.3 Grassroots Lobbying

A different view is that of grassroots lobbying, which means that those who are affected by the decision themselves are lobbying for their participation and rights. When normal lobbying becomes grassroots lobbying, the general public, or at least a large group of supporters, gets involved in lobbying for a specific

goal – a change in the law or a vote by decision-makers in favour of libraries. An example has been seen with the German Library Association which has asked all its members to contact their local member of parliament (MP) to influence his or her decision on an eBook licensing law but has not yet asked all library users to do the same. Grassroots lobbying involves a large group of people putting pressure on decision-makers, which can happen when public library branches are closed and library users themselves try to keep them open. As well as writing letters to politicians and collecting signatures, the classic tools of this strategy include postcards, telephone calls, social media activities and e-mail campaigns.

2.2.4 Advocacy

There are several other terms used to describe lobbying, such as advocacy. What is the difference between advocacy and lobbying? The American term advocacy means “to stand up for something”, a term which is increasingly being used instead of lobbying because it has no negative connotations and tends to be more positive. In the USA, however, lobbying is more clearly regulated in the political structure than in Germany and has fewer negative connotations. It is used almost exclusively for lobbying activities at the national level in the US Congress and primarily for legislative initiatives (Garceau 1950, 199ff; Shavit 1986, 133ff; Cooke 1990, 218–226). All other activities in which libraries advocate for their recognition are then considered as advocacy. Sometimes the definition is blurred and marketing campaigns for libraries are also considered advocacy, with advocacy campaigns often promoting reading or the use of libraries.

If we take a broader view of lobbying and use it at the local level as well as in universities and other academic institutions down to the school library, we would be better off talking about advocacy. Legislative processes do not exist everywhere, but on closer inspection there are political decision-making processes and executive policy makers who set the framework within which each library operates, which is defined by the budget, the physical and human resources, and the level of political support. Influencing the relevant executive decision-makers and negotiating better conditions for libraries is an important goal of library advocacy, in addition to influencing legislation through lobbying.

To make it more practical, in the following chapters of this book the terms “advocacy” and “advocating” are defined as influencing policy makers at all levels, including influencing changes in legislation in favour of libraries. This also makes it clear that advocacy is usually required for a cause on behalf of others and not just for one’s own interests. In this respect, standing up for libraries, and thus for improvements for their users, would be more advocacy than lobbying.

There is another aspect often associated with the term advocacy: the involvement of the public, sometimes through protests, petitions, or massive press work for the desired cause, as described under grassroots lobbying. While this is rarely successful in the context of libraries, the term advocacy could well apply to many of the activities described here.

In this book we will continue to use the terms “advocacy” and “advocating”, but it is quite possible that the friendly support of librarians and information professionals for the interests of libraries will be met with unsympathetic opponents who have a negative attitude towards the positive social concerns of libraries. This means that some of the advocating here involves what is known as grassroots advocacy, standing up for libraries not only at government level but in society at large to get more support for libraries. To be armed against attacks, it seems more realistic to see the term advocacy, like lobbying, as a contested area that is ultimately about finance, money, and the budget, in which other social groups also have an interest. Facing this debate and being prepared for headwinds makes a term like advocating much clearer than the term lobbying, which brings various negative aspects with it. That is why this book uses the terms “advocating” and “advocacy” at the international level. At the same time, the advocacy work presented here will also include aspects of lobbying in the sense that one is committed to a cause – in this case the cause of libraries – and strengthening it at all levels, including the legal level.

Interest management is paramount. The goals of these lobbyists are not always only the legislative process, politics, and bureaucracy, but increasingly also influencing the public in the interests of their own organisation, e.g. with non-governmental organisations (NGOs). The aim of this press and public relations work is to use the media to disseminate a particular opinion that serves one’s own interests. A good example of this is the car lobby’s claim that one in seven jobs in Germany is directly or indirectly related to the car industry, which the German chancellor has also repeated. However, BUND, a lobby group for nature conservationists, proves that even if trade and sales are included, only every thirty-fifth job in Germany is related to the car (Müller-Ermann 2021). This example shows very well how, in the competition between lobbyists, claims and counter evidence are presented with the involvement of the public.

Who has more influence, whose claims are believed? This question leads to the challenge of fake news and facts, which has become a classic topic for libraries and is increasingly in demand as part of advocacy work. It highlights the importance of using the right public and social media to present one’s views and thereby gain influence in public affairs. In this respect, library advocacy is in many ways related to public relations and marketing and cannot be completely separated. However, this aspect is only touched upon in this book.

2.2.5 Policy Advice

Is policy advice lobbying? Policy advice is a term for covert lobbying used by many lobbyists to polish their image. Today, political advice is a broad term that does not only include the provision of scientific information to government officials, as in the past, as this is the task of the scientific services of parliaments and parliamentary libraries; political advice is often taken to mean the activities of lobbyists, because it is a positive term, since in politics one is always dependent on advisers. “Lobbying is political advice”, was the clear statement of a lobbyist at Deutsche Telekom in an interview (Leif, Interview Karl-Heinz Moldauer 2003, 144). For the telecom lobbyist it is about the interests of his company, which he wants to present to politicians as economically relevant, working in the public interest and important for the prosperity of the country (Leif and Speth 2003, 145). On the other hand, it is also argued that lobbyists offer more than political advice, that they expect more in return and are no longer only concerned with their own interests but also with related socio-political issues (Leif and Speth 2003, 8). Politicians have long used consultants, advisory committees or think tanks, especially when dealing with difficult and socially controversial issues.

The advisors are also part of democratic participation since politics and administration cannot actively have all the knowledge at their disposal. Whereas in the past it was mainly established academics who were supposed to pass on their knowledge in these committees, today there are many appointed and self-appointed political advisers, right through to open lobbyists, who influence politics and administration via advisory or expert committees. The authors of *The Handbook on Political Advice* (Falk 2006) see a similar trend that developed at the end of the 1990s. Especially in situations of upheaval, political advice is necessary for the institutional design of the community (Falk 2006, 15). The authors note that the clear distinction between the terms lobbying, public affairs, and political advice is often lost; for them, it becomes clear that policy advice that only knows how to formulate scientific expertise is doomed to fail in political practice (Falk 2006, 11). The scientific advice given by virologists during the COVID-19 pandemic illustrates this to some extent; it was advice that was in the spotlight, and one could come to a similar conclusion.

In the first two processes, advice takes place at different levels, where the actors can give subjective recommendations in addition to factual knowledge. The term political advice is intended to describe the actual process of exerting influence in a more factual and thus more objective way than it actually is. In this respect, this part of political advice is lobbying, and the term political advice is only intended to cover the negative associations of lobbying, being guided by purely subjective interests. For the telecom lobbyist, it is about the interests of his company, which he wants to present to politicians as an economically relevant,

general interest and important for the prosperity of the country. The combination of subjective economic interests with the general interests of the state is considered legitimate by politicians in such consultations; the fact that vested interests are openly visible argues in favour of using the term lobbyism or lobbying, because it serves to clarify.

2.2.6 Public Affairs or Government Affairs

There are many lobbyists who have a business card that lists public affairs or government affairs as their speciality. Representing their company and aligning it with government or public objectives is part of their job, showing how their company supports the development of the country and therefore needs certain legal changes to support the further growth of their company. In reality, it is all more private than public; they analyse and influence political developments in the interest of their company's profits. Libraries also need to be involved in public affairs and government affairs, but they do not need to hide their public interest in government support and can openly advocate for their goals.

2.2.7 Public Policy Communications and Public Relations

Public policy communications or public relations are other terms used by lobbyists to describe their influence work. The reason for this label is to hide the lobbying aspects by focusing on communication with politicians and information through the press to influence the public towards a particular company's goals. However, public relations are also especially important for libraries and must be part of their daily work to support their development. The German Federal Agency for Civic Education (*Bundeszentrale für politische Bildung*) associates the English term lobbying with policy advice, public affairs, and government affairs (bpb 2022).

In the following chapters of this book, the term “advocacy” will be used for all aspects of lobbying and influencing decision-makers. In the sense described above, lobbying for libraries is about representing the subjective interests of the entire library sector to politics and administration. It is about influencing actors for legislation in favour of libraries and influencing decision-makers at different political levels to advocate for libraries. From the point of view of librarians and information professionals, these subjective interests correspond to the objective interests of their user groups. This aspect of why and how libraries can also speak for their users would need to be analysed in more detail elsewhere. The

following discussion assumes that libraries can advocate on behalf of their users. Library advocacy is lobbying for the common good, i.e. for the objective improvement of society; libraries support people in their cultural and educational development, serving science and not making a profit. This means that libraries are different when it comes to lobbying, and in clear contrast to the profit-oriented interests of the pharmaceutical or car industry lobbies. It is, therefore, a lobby with a positive connotation, which at the same time serves the common good and the people by promoting libraries.

To see more clearly where advocacy for libraries is needed, the different areas in the different policy fields should be presented (see chapter 6). It may be surprising where the development of libraries is affected, which inevitably leads to the need to influence legislation that may hinder or help the work of libraries in the future. Apart from international agreements, which are also briefly discussed in this book, the relevant laws are made at the national level, by the federal and state governments – with some exceptions in the European Union. Traditional lobbying for libraries in the legislative process is therefore necessary at these levels. On the other hand, advocacy for libraries also means influencing decision-makers in favour of good library policies at all levels, and especially at the community level and within higher education institutions, academic institutions and other organisations that make decisions about libraries. It is about resources and ethical issues.

How do we define good library policy? Ultimately, library advocacy is also about financial support, staff capacity, buildings and the overall budget that is spent on the better development of libraries in our society. It is about the different ways of influencing decision-makers to reach as many people as possible with the cultural and scientific content and offers of a library. Legislative advocacy is usually closely related to the elements of money and influence, while there are also ethical aspects: advocating for freedom of expression and freedom from censorship is an important pillar of library work, and there are several other socially relevant issues for libraries. In order to define this positive advocacy for libraries, several aspects need to be examined.

The following word cloud illustrates the manner in which advocacy is integrated into the process of influencing decision-makers (see Figure 4). In this book, the term advocacy is used to cover all aspects of lobbying, policy advice or public relations when they are part of the process of influencing decision-makers.

role in the UN Social Development Goals. When advocating for libraries, it is important to know if there is a political consensus on the role of libraries in society or if this needs to be part of any advocacy. In addition, before engaging in advocacy, it would be good to know in which policy areas there are issues that negatively affect libraries. These questions will be addressed in the following chapters as they form the basis for the political positioning of libraries and show that advocacy for libraries is a contribution to the common good for all.

2.4 Summary of Advocacy Terms

Different terms are used for lobbying, but it seems better to use the term “advocating” as it has no negative connotations. The terms advocating or advocacy are used interchangeably in this book and refer to activities to influence political decision-makers. As libraries primarily serve the public good, library advocacy can be seen as positive lobbying.

3 Advocacy and Library Policy

Advocacy must be based on an understanding of the political context and political responsibility. If it is not clear who is politically responsible for an area, then advocacy has no goal or the wrong goal. This becomes clear when it comes to certain demands on libraries. Federal or local authorities have their own decision-making powers in certain areas and for each country it is important to analyse who exactly is responsible for different libraries at different levels, which may not be an easy task. Some countries are more centralised, others more decentralised, such as Germany, where cultural federalism means that 16 federal states are primarily responsible for legislation and infrastructure in the areas of culture and education, while the municipalities are responsible for public libraries. An important example in the library sector, which illustrates the complexity of responsibilities in Germany, is the lending regulations, which are adopted by the supra-regional association of Länder and then again in each individual Land parliament. This example shows how a precise knowledge of political responsibilities is the basis for library policy and better lobbying. The term library policy is used here to include all aspects of the various policy areas, including those not directly related to libraries, such as economic policy or urban development (see chapter 6.4).

3.1 What is Library Politics?

Library politics is part of politics, and politics regulates how people live together in a community, such as a state. According to Max Weber, a German sociologist and political economist of the early twentieth century, politics consists of the following essential elements: power, policy-making and values. For Max Weber, power means any opportunity within a social relationship to get one's way, even against resistance, regardless of what that opportunity is based on (Weber 1956, 28). This aspect of power should be kept in mind when advocating, as it makes situations clearer and allows for a more accurate analysis of conditions. Advocacy for libraries must consider the three aspects of library politics, each of which requires a different approach. Today, attempts are being made to define the power aspect in a weaker way, because the primary goal of politics must be that this coexistence is peaceful and that there is no rule of thumb. Politicians therefore need to develop rules for coexistence that everyone must adhere to (bpb 2011).

Library politics refers to these rules, focusing on arrangements through negotiation in the political sphere and aiming at financial and human improvement

and positive development for libraries. Library politics in these statements is about political influence on legislation, regulations and funding for libraries, which should enable a positive development of libraries. A basic understanding of library politics in terms of power, policy-making and values is the best basis for tailored advocacy for libraries. Compared to other lobby groups, libraries usually do not have much influence and rarely win power struggles for the library sector. Power is not given, it must be earned in advocacy situations, and this happens very rarely, especially in the library sector.

It is more important to recognise the power structures in a dispute, so that in individual cases – as in the case of copyright and legal matters – countermeasures can be taken to avert worse developments. By contrast, the area of policy-making through agreements is a broad field for libraries and is closely related to their actual advocacy work. Concrete examples can be used to show how good arguments and a unified voice can bring about positive changes for libraries. Therefore, policy-making through agreements is the most common area where library advocacy can be successfully applied and desired goals achieved, which is where potential partners are particularly important. Even unsuccessful attempts in advocating can usually be subsumed under this aspect of arrangements or policy-making.

In the three elements of politics – power, policy-making and values – the values help to understand the different ways in which advocacy can be carried out. As there are many political values associated with libraries, this area of library policy is relatively easy to fill in. The values reinforce the importance of one's own advocacy work, sending positive signals to the politicians addressed to reach agreements on a common basis and to build arguments for further advocacy work. However, it is almost impossible to list all the values that play a role in library work, and what is important is to keep them in mind throughout the different argumentation processes and to build the arguments into the values that libraries represent, because values create a positive basis for each other, between library representatives and politicians, and support policy-making. The values that libraries hold influence the ethical behaviour of librarians and information professionals, with the professional ethics of librarians and information professionals described in policy documents of national and international library associations (see chapter 4.3). The relationship between libraries and the three fundamental aspects of policy is illustrated in Figure 5.

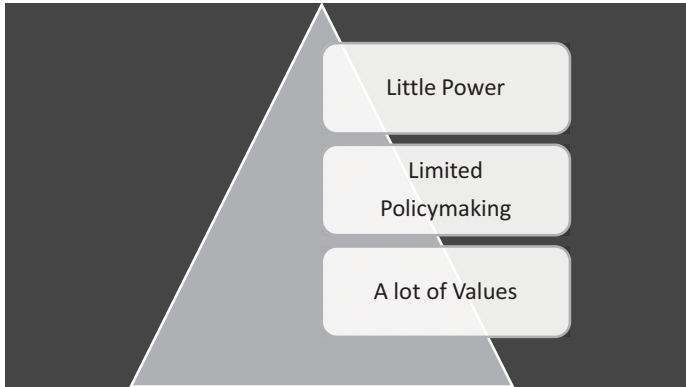


Fig. 5: Libraries in relation to the three essential elements of policy. By Claudia Lux.

3.2 Libraries in the Context of Politics and Power

Politics regulates the affairs of the community and is based on the state's power, when it comes to enforcing decisions made by the governing body. Before the power of the state can be enforced in this way, a decision-making process takes place, which can take quite different forms. Whether the decisions are made on a democratic basis or through the exercise of dictatorial power is essential to the character of the state. There are many shades of democracy and dictatorship in the world, as in some country's decisions are negotiated within the power elite or old tribal structures or with appointed representatives. Negotiations between groups can also take place with democratically elected representatives who have a large majority and therefore unquestionable power.

This power is always needed to enforce decisions, especially against those who oppose them. In a democracy, the arguments of the groups involved are heard before decisions are made, and the decisions are then made by voting after weighing the arguments presented. To influence this decision-making process in a democracy, power means the ability to assert one's will against the efforts of others within a social relationship. Max Weber makes it clear that the way this assertion of power succeeds is initially of secondary importance (Weber 2019); in a parliamentary democracy, decisions depend on the view of the elected party or coalition, which can impose its views through majority voting. In reality, these power relations are not always clearly fixed, but can be influenced and are actively influenced in their own favour, particularly by lobbyists. The extent to

which librarians and information professionals are successful in exerting such influence also depends on their power potential.

A closer look at the library environment suggests that power, in the sense of getting one's way against the interests of others, is not at the heart of librarian's decision-making, with the focus more on negotiation. After all, the library profession today is one of support and assistance to library users, from public library users to university library students. Service orientation, cooperation and coordination are values of a library profession that likes to emphasise its ethical principles and positive goals. It seems that no one in the library sector is openly striving for power; cooperation and understanding should characterise the image of the library representative. However, does this mean everyone else can ignore the interests of libraries when making decisions? Will libraries always be at a disadvantage when it comes to the distribution of municipal budgets? Or are they so nice that they can benefit when rival faculties at universities are fighting for additional funding? Each constellation can be analysed to understand how something can be achieved for the library.

Asserting power is not a positive library action, yet it is an important aspect of successful library politics and advocacy. Looking more closely at librarianship, one finds the exercise of power in many areas, large and small – sometimes between staff, sometimes in conflicts between management and staff, and of course also in competition with partners in the cultural or scientific field, and between the public and between the scientific libraries of a country. At the national level, too, the conflict is clear in the struggle for funding, but libraries are rarely able to win the power struggle. If, therefore, a decisive factor for success in politics is the assertion of one's own will in the face of the will of others, then the advocacy of libraries should aim at the assertion of one's own will by all means. To do this, the library community must first clarify what its own common will is, or at least the will of the majority.

With the democratic methods of a deliberative process, preferably in a library association, different opinions must be summarised and developed into a common or majority opinion. In the next step, this common will must be vigorously pursued and enforced in politics. Unity and community are extremely important in this political process, as the experience of advocating in the context of the Enquete Commission of the German Bundestag shows (see chapter 9.2). Parliamentarians praise the unity of the librarians, a unity that opens up a chance to get political support. In addition, there must be clarity about the incompatible interests of other competitors. What exactly are their demands? What are the interests behind them? Are there attempts to find a solution without a power struggle? What are the disadvantages? Compromises can very quickly lead to a complete loss of the desired goals.

Some partners pretend to be willing to compromise, but in the end break their promises and exploit any weakness to achieve their goals alone. This “piranha effect” must be anticipated by librarians and prevented in time, without falling into permanent mistrust, which is made possible by a very precise analysis of the partner or competitor and their possibly conflicting interests and accompanying actions. Knowledge of the power structure in politics is essential for those who wish to represent libraries in the political arena. Only in this way can the interests of libraries be asserted against the efforts of others, even if this has rarely been successful to date (see chapter 16).

The principle of power in politics exists at all levels, in federal and state politics as well as in local government or within universities. It is therefore important for information professionals to recognise in good time whether there are other ideas which are very much against their interests and which exert an opposing influence on decision-makers. Then librarians need to act by sharpening their arguments and forming new alliances, which will give them a chance to avert serious damage on the way to their own advocacy success. The basis for this is constant monitoring of the entire environment to identify developments and to be able to assess negative interventions in good time. The insights into the power principle in politics are not intended to intimidate librarians, but rather to enlighten them so that they are not deterred in their advocacy in the long term and can continue to work energetically towards the desired goal.

3.3 Policy-Making is Political Opportunity

In addition to power and values, policy-making plays a key role for libraries in asserting their interests. It offers the opportunity to participate at different levels and thus to help shape the development of library policy. The nature of policy-making is determined by the structure of the state, which is quite different in each country and needs to be analysed. In general, this kind of policy-making takes place through the various committees, where policies and developments are discussed with the relevant administrations. This is advocacy work, or can lead to a specific advocacy task, where political representatives need to be approached and informed beyond the committee. Well thought-out and targeted advocacy improves the chances of influencing policy at different levels. A broad and general overview is given here, describing the most important areas for such policy-making, in order to look in more detail at case studies of advocacy at the different levels of policy-making (see chapter 9).

3.3.1 Political Decision-Making and the Political Structure of the State

How libraries can participate in political decision-making, how they influence official or unofficial decision-makers and whether they have a chance to be heard at all is first and foremost a question of the political system and how it is organised. From parliamentary democracies to presidential systems, from constitutional monarchies to absolute monarchies, from one-party states to transitional governments, all these different forms of government affect the way libraries can serve their customers. Even in a democratic state, there is a difference in the way advocacy is done, whether there is a more presidential system with explicit executive power or a parliamentary system. This was seen in the case of Colombia's copyright reform, where an executive decision meant that libraries had to align themselves with the Copyright Office and were no longer able to fully advocate for the exceptions and limitations for libraries in copyright law (Botero 2023). The following figure (see Figure 6 and 7) provides an overview of the forms of government in the world in 2021, which may have changed very little in the last few years.

In addition, the way in which decisions are made in a political system is related to the level of democracy in a country, which may have an additional influence on how libraries provide their services and whether they have opportunities to advocate for their development. However, this is not an inference as there are very different approaches to achieving this goal, with the level of democracy measured by an index. In addition to the electoral process, pluralism, civil liberties and the functioning of government, political participation and political culture play an important role, which is assessed for each country in an international democracy index (https://en.wikipedia.org/wiki/Democracy_Index). However, this needs to be looked at with a critical eye. It is not possible here to discuss in which direction library advocacy is hindered or helped by the means of government. We have seen democratic countries where libraries have little chance of developing because they are not listened to by politicians, and there are non-democratic countries where libraries have developed incredibly in a few years. However, it is important for all librarians to understand the methods of advocacy and political decision-making, to find their way in their country.

3.3.2 Political Decision-Making at the Local Level

Policy-making for librarians starts at the local level, in the towns, districts and municipalities with their local government. At this level, public libraries may also be run by religious communities or as an association of private individuals, which means that their policy-making is structured differently. These organisa-

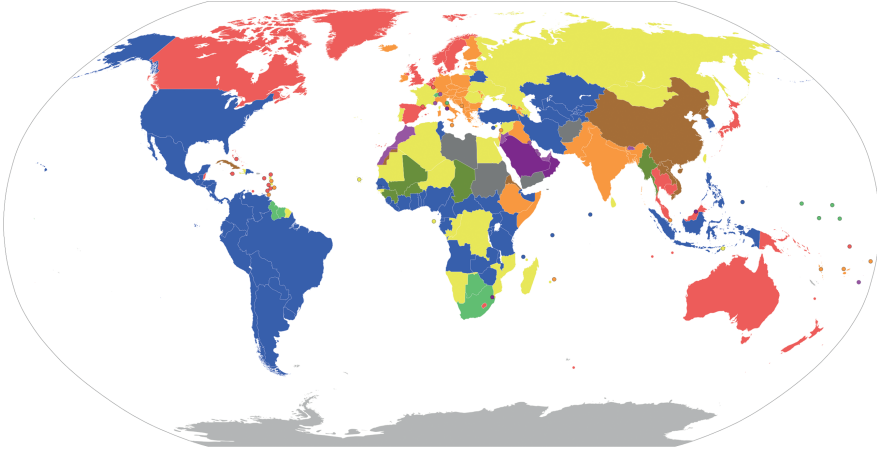


Fig. 6: Forms of Government. Newfraferz87, CC0, via Wikimedia Commons.
https://commons.wikimedia.org/wiki/File:Forms_of_government_2021.svg



Fig. 7: Legend to Forms of Government. Newfraferz87, CC0, via Wikimedia Commons.
https://commons.wikimedia.org/wiki/File:Forms_of_government_2021.svg

tions are not dealt with separately here because, if they use public funding, they are subject to the same or similar structures as the public libraries described here. The majority of municipal libraries are subordinate to the educational or cultural part of a municipality, which sometimes means that their website is hidden below the hierarchy of public services. This prevents them from showing the dynamism of their institution if they are bound by too narrow regulations of the local website, with social media increasingly being used as a way out of this dilemma. The preparation and approval of the budget follows established routines. Public library directors often need many ideas and even more discussions to get new technical equipment or even a new library building approved. In some countries – such as the USA – the budget of the public library is linked to the tax paid by the community. In other countries, it is part of a municipal budget negotiated

at different levels. In all countries, advocacy for the development of public libraries is an integral part of the budget debate. Very often it is a long-term process of influencing decision-makers to achieve success for large library projects.

Nevertheless, there are many opportunities at this level, for example when the library takes the initiative to develop a library concept or library plan that includes new aspects in the long term and forces the administration to deal with them. Every office meeting is an opportunity to help shape library policy, position proposals and find allies for them. In the educational sector, cooperation with schools and adult education centres is one aspect; in the cultural sector, cooperation with archives and museums should be sought, and of course competition with them must also be taken into account. A special form of policy-making for the municipal level is the merger with other municipalities to expand the range of libraries, to allow for common library cards, collection focus and joint procurement. However, this is not always possible because of the competition between municipalities. There are some positive examples of such cooperation between cities and districts and between several municipalities throughout Germany, such as Würzburg with the surrounding areas and the Main-Kinzig district (see chapter 10.3).

At the local level there is a special situation for school libraries. Sometimes they are part of the public library system, very often they report directly to the head teacher, and their situation is similar to that of special libraries: full service for the institution in which they work.

In large cities, the public library is often organised in a more independent way, with a board that includes people from outside the administration. With this support a library can develop a wider range of ideas based in the community. In principle, any committee or board has the opportunity to help shape library policy and facilitate policy-making, with preparatory discussions with decision-makers particularly important for the realisation of these ideas. For this reason, government institutions such as library departments play an important role in the further development of policy by public libraries in their municipality. In addition, where library associations exist in countries, they provide an important link between municipalities and library interests. In many European countries, mayors are invited to play their part in library associations, which helps to give them a louder voice.

3.3.3 Political Decision-Making at the Regional Level

Between the local and the national level in many countries there are different levels of government, for example counties, regions, states, etc. It is especially important to know exactly the actual government structure at this level, the respon-

sibility for particular libraries, for digitisation, for preservation and conservation, for archives and museums, in order to understand the role of this level in policy-making. As there may be frequent changes, the responsibilities at the regional level need to be carefully monitored; without this knowledge, advocacy will not be successful. All these intermediate levels of government can be subsumed under the term “regional level”, which is characterised by a responsibility between the community level of decision making and the national level. Policy-making at the regional level is intricately linked to the regional government and ministries when they have responsibility for culture and education; in many countries, these regional levels of government have directly subordinate institutions with special libraries, schools, and academic institutions with libraries. In this way they are directly responsible for certain libraries in the region.

In some countries there are special departments for public libraries at the regional level, which provide funding for projects or act as coordinators between public libraries for the joint acquisition of eBooks. As service providers to public libraries, these specialised units administer government grants which they use to advise, develop and train public librarians, and sometimes administer additional funding for public library projects in the municipalities of the region. Organised as a subordinate authority, they are often directly dependent on the relevant ministry and often feel constrained by a lack of resources. Nevertheless, public library departments can have a strong influence on the policy for public libraries in a region, as they are responsible for advising municipalities and districts on library development; direct advocacy at this level can provide additional exposure and resources for public libraries. This level of government can also provide information and support in applying for project funding from federal ministries and national foundations for libraries in the region.

The potential of professionals to advocate for libraries needs to be more involved in policy-making at regional level. The regional representative body and the regional government committees are important decision-making levels for laws and regulations affecting libraries at the regional level. Therefore, many library associations have regional groupings for advocacy at the regional level. Library associations advocate for library legislation and develop regular contacts with decision-makers at regional level.

State or regional libraries are usually subordinate to a regional administrative body. In some cases, they are independent as a foundation or in some other form, but they are still controlled by the state and included in the regional budget. State libraries are linked in many ways to the offices and political bodies at state level and can develop their own advocacy work through this close association. The collection of the regional legal deposit is mostly legally defined at the regional level, while historical associations or partners in regional preservation have a role to

play, as they often have their own network in the regional government and can advocate for the development of the regional library. It is important to have good links with the relevant groups and individuals that the library serves in their research (historians), their profession (city guides) or their personal interests (family history researchers). Support from sponsors for collection preservation or provenance research can also help build relationships with local politicians and support advocacy for libraries. Requests for funding for mandatory electronic legal deposit in state libraries or digitisation of cultural heritage materials in special libraries provide an important basis for the exchange of arguments for regional advocacy.

Only a few libraries are independent and directly attached to the regional level. In the majority of cases, special libraries belong to an institution and are integrated into its organisation chart. They are often small and not always well staffed but, at the same time, are characterised by a relatively high degree of independence within their organisations. Policy-making, in the sense of getting senior management to support and develop the library, is the ultimate goal, which is usually achieved through an internal process. Intermediate levels should not be ignored. Rarely is there a direct need for policy-making or opportunities for advocacy with regional agencies or ministries. The desire to participate in a library network could be such an issue if there are obstacles within the institution but, on the other hand, involvement in the relevant regional library association is also an opportunity for special librarians and information professionals to address the important role of special libraries and their needs in advocating for libraries and information institutions.

In some countries the network landscape for electronic library catalogues and related services is characterised by cooperation between regional institutions. Libraries from several regions work together in a network, which provide additional services to libraries in their region, usually in the area of library cataloguing or making licensed works available electronically where this is not done at national level. New technology is an important driver of development for university libraries but, on the other hand, stagnation in this area is a major obstacle. Whether and to what extent regional cooperation can make use of this scope varies greatly from region to region, and country to country, with some remarkably successful examples of good advocacy in this area. The political issue of digitisation and the necessary investment in these library service centre can make them a central issue for advocacy at the regional level.

In many countries universities are administered at the regional level or by private institutions in the region or have an important relationship to the regional government level. Libraries of universities, universities of applied science, technical colleges, or private universities are first of all responsible to the head of the institution; within the university structure, the university library is usually

assigned to one of the vice presidents. Policy-making and internal advocating for the library are important aspects of positioning the library within the university or college, and the Executive President, the Vice President and the Chancellor are critical to the support of the academic library. Meetings of library directors of all universities and colleges at the regional level – often with representatives from the responsible ministry – can jointly influence university library policy, but support from the university is still needed. Extended options for shaping policy and policy-making arise from advocating issues such as open access policy or research data management at the university, which the university library can prepare for the university and provide practical support for. However, policy-making for the universities and changes in university libraries sometimes get their actual impetus from external decisions. It is therefore important that the preparations for meetings and resolutions of universities are known at an early stage and that one can influence one's own university representation in these committees in the interests of the library.

For university libraries in Germany the Rectors' Conference of Academic Institutions, *Hochschulrektorenkonferenz* (HRK), has been the most important body for many years, proposing decisions for all universities and academic libraries. The HRK has issued public statements on copyright and open access that positively affect the university libraries. In 2012, a paper on information literacy was adopted and in 2018 the declaration on the future of digital information was published, in which the libraries were named among other institutions of the university. It is essential for university libraries to exert influence on bodies like this.

In democracies, parliamentary libraries have a distinct role as special libraries of the parliament. They can always support the advocacy activities of library associations, as they can learn about and provide information on library-related issues in the regional parliament. They can also make available previous discussions and decisions on library issues in the regional parliament. One of the aims of the library associations is to identify the full range of library issues in bills and decisions, so that no decisions are made that could have a negative impact on libraries later. In this way the libraries of the regional parliaments can be involved in policy-making, while in other countries this may be supported by government libraries at regional level.

In some countries there are conferences of regional or state governments to discuss common issues. In Germany, the *Kultusministerkonferenz* (KMK) is a standing conference of the ministers of education and the ministers of culture of the 16 federal states to coordinate their cultural, education and research policies at federal level. Policy-making on all important issues in these areas takes place in its committees and bodies, while issues that are important for library cooperation between regional levels in a country are the topics of advocacy for libraries

at this level. In Germany, one of the most important examples in the library sector, which shows how complex the responsibilities are, is the lending regulation, which is adopted by the supra-regional body, the Conference of Ministers of Education and Cultural Affairs. However, its decision is not legally binding, as this body does not have legislative powers; the adopted text only provides a kind of standard for cross-border lending between libraries in different regions in Germany. To be able to act jointly on a legal basis, each federal state must adopt this coordinated lending regulation in its own regional parliament. However, there is a tendency to add regulations and words to the text, which means that any change to this important area of library policy will require the same effort and advocacy in each region of Germany at different times.

In some countries there is strong cooperation between regional science organisations. In Germany, the Alliance of Science Organisations is an association of the main science and research organisations in Germany. This cooperation can influence national research and science policy, including issues relevant to library policy, as the organisation publishes papers on improving the information infrastructure, supports open access and national licences and publishes statements on copyright. The Alliance of Science Organisations is a particularly important partner for university libraries and specialised research libraries and their advocacy representatives, as it can take up and support certain library policy demands. In some countries there is also cooperation between science organisations at different regional levels, and it is important for libraries to build links and partnerships to advocate their interests at this level. It is therefore important that librarians understand the different levels of government (see Figure 8).

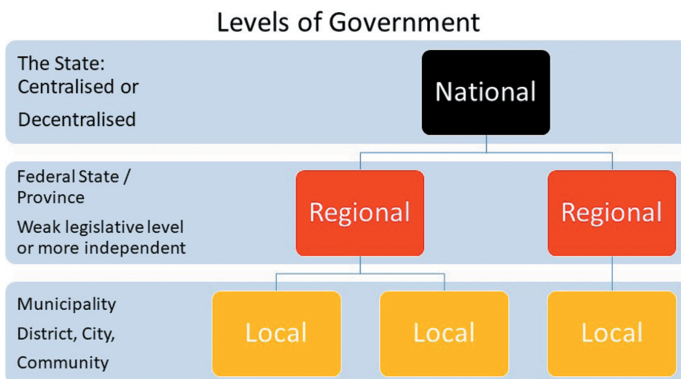


Fig. 8: Levels of Government. By Claudia Lux.

3.3.4 Political Decision-Making at the National Level

For library associations in a country, the national level offers many opportunities for advocacy, such as influencing decision-making processes in parliament or other representative bodies, discussions with decision-makers in ministries or even directly with the president of the country. Of course, it depends on the way the state is structured.

In addition to these opportunities, a whole range of institutions that are relevant and influential in the development of libraries at the national level needs to be the focus of advocacy, starting with the national library, which often has direct links to the highest political levels in a country and may even be responsible for all public libraries, providing training and additional funding for projects. National research foundations fund research and are important in several countries for additional funding for libraries, for e-publications and for research data collections in libraries. In Germany, proposals are also being developed in this area, such as the impulse paper “Strengthening the system of academic libraries in Germany” which is directed “at universities and Länder as the most important providers of support for the academic library system, as well as at science policy bodies such as the Joint Science Conference and the Standing Conference of the Ministers of Education and Cultural Affairs of the Länder in the Federal Republic of Germany” (DFG 2018).

Government can be influenced directly, preferably through contacts with ministries. As ministries and their officials are constantly involved in new regulations and legislation, close relations with the relevant officials in the ministry are particularly promising. Many civil servants remain in these positions of responsibility longer than members of parliament, who are elected for a fixed term, and European librarians and information professionals have long been able to establish such contacts in the field of copyright, so that they are always well informed about legal developments in this area. Unlike power in politics, being involved does not mean that one can always assert one’s own interests against others, but being informed in good time gives you the opportunity to initiate steps, to take measures and to propose compromises.

Direct advocacy at the national level may seem far away from the perspective of a small public library. However, there are many laws and national regulations that affect the work of libraries in different areas – such as the ability to offer all eBooks to users. The advocacy work done by the Library Association at national level is also especially important for small public libraries, with influencing policy at the national level characterised by very professional stakeholders. In each country, library associations and other stakeholders represent specific groups in society and have the connections to be heard by policymakers. Either through

democratic channels or through personal connections, librarians and information professionals need to use all the means at their disposal to fight for their goals and to gain more support from political leaders. In some countries, people must be registered to speak at official hearings. In Germany, for example, in 2006 the German Library Association registered as an association on the lobby list of the German Bundestag and was able to present its proposals at the hearings of the Enquete Commission on Culture in Germany and the Enquete Commission on the Internet and Digital Society. Since then, the German Library Association has repeatedly had the opportunity to comment on current issues affecting libraries and information institutions. In this way, the Bundestag and the government can be advised, and individual representatives can be heard on relevant issues during the committee's deliberations, so that political decision-makers can get a more comprehensive picture, including the viewpoint of librarians and information professionals.

Active advocacy at the national level requires knowledge of which committees are preparing which legislation that may affect libraries and their users. Activities for laws and regulations come from the government, from the parliament or from the administration itself. It is therefore important to develop contacts in all three areas, which will enable one to find out about relevant issues in advance. When advocating MPs in the constituency, the librarian in the local public library can play a role in contacting MPs and presenting library policy demands at national level.

3.3.5 Policy-Making at the Intergovernmental Level

In Europe there is the intergovernmental level of the European Union, and in other parts of the world there are supranational organisations with similar arrangements. Their decisions, even if they seem purely economic, can have an important impact on the role of libraries and their development. Before EU legislation is passed, drafts are discussed across Europe. In some countries, for example, participation in the EU policy-making process is encouraged by sending EU drafts to interested associations and asking for their comments, with library associations in Europe regularly receiving such requests for participation and taking active positions. The shaping of copyright law is the most important issue that library representatives in the EU must deal with repeatedly; as soon as new draft legislation is prepared, the library associations must act quickly to present counter-proposals in time, with the period for consultation clearly defined. It is very difficult to influence policy-making at European level from a single country, which is why libraries have set up European associations such as EBLIDA and LIBER to be able to influence pol-

icy on behalf of libraries in a timely manner; current library issues can be found on their websites. This in turn requires the participation of representatives in the individual EU countries, with the European library associations monitoring the various bodies relevant to decisions affecting libraries. Although copyright is still the most important issue, library policy-making has now expanded to include participation in EU funding guidelines, most recently on digitisation, so that libraries can receive funding. The European associations also provide information on this.

3.3.6 Policy-Making in the International Context

Since there is no world government, one might assume that there would be no world regulations or laws affecting libraries in any one country. However, this is not as simple as it may seem, as countless international agreements lead to guidelines and laws in every country in the world, some of which may also affect libraries. To participate and advocate, it is necessary to take a closer look at some of the relevant international bodies that have an impact on the rights and opportunities of libraries. A few examples show the extent to which library issues are on the agenda. At the European level, it is necessary at the international level to monitor the committees – including newly formed ones – on an ongoing basis to be able to quickly incorporate changes into advocacy work.

The World Intellectual Property Organisation (WIPO) plays a particularly important role in the field of copyright in world trade. As a UN organisation, it is supposed to balance the various interests in copyright and other intellectual property issues. Library associations try to advocate WIPO for certain exceptions to copyright for libraries. In 2008, there was an expert opinion that critically stated that in some countries there are neither limitations nor exceptions to allow libraries to do their work well (Crews 2008). Later, in 2011, a WIPO subcommittee identified issues that need to be clarified for libraries and archives to operate professionally, which included preservation, the right to reproduce and make copies, legal deposits, library lending, parallel imports, cross-border use, orphan works, withdrawn works, liability of libraries and archives, technological measures, contracts, and the right to translate works (IFLA 2021h). As a registered observer at WIPO, the International Federation of Library Associations and Institutions supports all points aimed at achieving exceptions for libraries and archives.

So far this has not been achieved, but there has been an important first breakthrough. Through the influence of the World Blind Union (WBU), supported by library associations and other organisations, copyright exceptions for blind and partially sighted people were achieved in 2012. This Marrakesh Treaty also allows libraries to make copies of copyrighted works for blind and partially

sighted people in a format accessible to them, without the consent of the copyright holder (Helfer et. al. 2017). The EU has now implemented this treaty (WIPO 2016), and it is important that this is implemented in all countries around the world. Librarians and information professionals advocating for copyright at this international level require a variety of partners and close consultation coordinated by IFLA.

The World Trade Organisation (WTO) plays a very special role in free trade in the world and its policies influence the various trade agreements between countries. IFLA published a critical article on the WTO in 2001 (IFLA 2001) which showed how some aspects, mainly in the area of copyright and privatisation of libraries, were being negatively influenced by the WTO. The German Cultural Council, the lobby organisation for culture in Germany, later asserted their belief that the EU's related free trade agreements, such as the Comprehensive Economic and Trade Agreement (CETA) with Canada and the Transatlantic Trade and Investment Partnership (TTIP) with the US, were a threat to cultural diversity (Deutscher Kulturrat 2016b). Opportunities to participate in policy-making in this environment are extremely limited, as such treaty negotiations take place behind closed doors in the Government Department of Commerce. It is less possible to influence this directly, but only in connection with political movements such as those initiated by the *Kulturrat*. So international trade agreements – whether in Australia or Brazil – need to be looked at very carefully for possible negative impacts on libraries.

The United Nations Educational, Scientific and Cultural Organisation (UNESCO) relies on broad participation, and national libraries or library associations are always represented on the UNESCO National Committees that exist in each member country, as are representatives of the education system, science, and culture. UNESCO and IFLA work closely together in many areas. Manifestos on public libraries and school libraries, on multicultural work in libraries, are supported by UNESCO and are therefore given special importance so that they receive political recognition in all countries and facilitate the work of libraries. As the manifestos are not obligations but suggestions to meet certain standards in the library sector, they are accepted in all countries. This type of policy-making through manifestos and guidelines is very typical of the good cooperation between IFLA and UNESCO.

The United Nations (UN) is more concerned with the implementation of programmes that have already been adopted than with political influence on future orientations. With the 2030 Agenda and its 17 Social Development Goals (SDGs), the UN has set new targets for the global community to reduce poverty in the world (United Nations 2015). The inclusion of SDG target 16.10, “Public Access to Information,” was achieved through IFLA's direct advocacy with others at the UN (IFLA 2014), which shows that it is possible to influence policy and reach political agreements even at the international level. For the sustainability goals, libraries

have identified how they can support these goals in their daily work, which is an important argumentation framework for library advocacy (see chapter 7.2). The institutions mentioned here for the international level represent only a small group of organisations that are regularly monitored by the representatives of the library associations, which provides an early indication of the extent to which their programmes and decisions help or hinder libraries in their services. One of the ways in which policy is made in this context is through IFLA.

3.4 Library Policies and Values

Library services are a public good, although there are private organisations that support them. Libraries are unique social organisations dedicated to providing the widest possible range of information and ideas to the public, regardless of age, religion, physical and mental health, social status, race, language or gender. The well-established library traditions of intellectual freedom and equal access to information and cultural expression provide the foundation for achieving the library's major goals (IFLA 2001). Libraries convey a great deal of value through their actions and activities, which is not an assertion but the result of simply counting the strategic papers of libraries in Germany. In an international context, this can also be demonstrated by IFLA publications. Values are a worthwhile topic for communication in the context of policy-making and advocacy because the values embodied in librarianship are stronger and more compelling than those of many other lobbyists.

3.4.1 Values Used in Library Policy

What values are mentioned in library policy documents? Just look at the early library strategy papers in Germany (BDB 1994), the British policy brochure “The Why behind Libraries” by Suffolks Library (Suffolks Library 2021) and the values formulated by LIBER in their 2023–2027 strategy (LIBER 2022), but you can also look at the library strategies of any other country or the missions for public libraries in the IFLA/UNESCO Manifesto 2022. (IFLA 2022b). These documents show a variety of political values and individual terms that contain values for libraries. Some of them are listed here in alphabetical order:

- Academic sovereignty
- Access to information
- Accessibility for disabled people
- Active participation in political life
- Aesthetic education

Building identity
Civic engagement
Collaboration
Collecting national heritage
Competent use of media
Connecting people
Continuing education
Coordination
Creating opportunities to learn, grow and be better informed
Cultural integration
Cultural mission
Cultural tradition
Democracy
Department store for the soul
Developing literacy
Digital inclusion
Diversity
Economic growth
Education and Training
Educational opportunities
Empowerment
Enriching everyone's quality of life
Equal opportunities
Equitable participation in education and culture
Equity
Expanding knowledge
Facilitating learning
Formation of political opinion
Fostering a sense of community
Free access to information
Freedom of information
Health promotion
Helping disadvantaged groups
Human Dignity
Improving wellbeing
Inclusivity
Information literacy
Integration of different communities
Integrity
Justice

Liberty
Maintaining equality
Making life better
Media literacy
Meeting community needs
Motivation to read
No commercial interests
Objectivity
Open to all
Organisation of leisure time
Orientation towards media diversity
Participation in public life
Participation in society
Personal development
Pluralism
Preservation of cultural heritage
Preventing social isolation
Prohibition of censorship
Protection of privacy
Provide scope for action
Public good
Reading
Reading Literacy
Reading promotion
Rehabilitation
Respect
Responsibility
Re-use through lending
Safe, fun and inspiring places
Satisfying information needs
Sense orientation
Solidarity
Stimulating creativity
Study
Supporting education and training
Sustainability
Tolerance
Transparency
Understanding different ethnic groups
User rights

All these values create a positive image of libraries. Other strategic and policy papers on libraries reiterate these values and add new ones, such as the protection of cultural heritage, literacy, preservation and the right of private copying. Many professions have their own values, but the library world has a particularly large number of good values because it covers all subjects. If you look closely at the values listed, you will quickly find ideas for translating them into arguments for libraries, as shown in Figure 9.

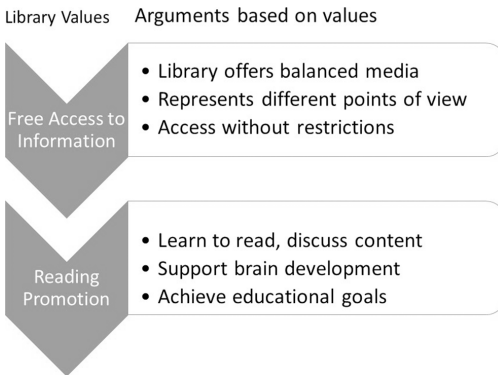


Fig. 9: Arguments based on Values. By Claudia Lux.

Library services are fundamentally positive because people experience personal enrichment when they visit libraries. They find something they were not looking for; they discover something that helps them, they get something they like. Because of the variety of content, libraries provide thoughts and ideas, or help and advice, on all the topics that move people. Not everyone is able to acquire this content in the form of a book or a CD, an eBook or a film, especially when it comes to scientific literature for study and research from databases.

Librarians and information professionals explain what is considered trustworthy and reliable on the Internet and how to find material in databases. In this way, they help to develop media literacy and reduce uncertainty about the use of new media, such as for people from disadvantaged backgrounds, for whom the library is a special opportunity to develop and achieve things in life that they would not have achieved without the library. The values that libraries stand for support people in their personal development. Human rights can be used as a reference in a special way to provide a standard for these values. Figure 10 provides an overview of the Declaration of Human Rights.

Universal Declaration of Human Rights — an Overview
1948

<p>Preamble</p> <p>Article 1-5: Fundamental rights for all</p> <p>Article 6-11: Legal capacity, and fair treatment in court</p> <p>Article 12: Protection of residence and correspondence</p> <p>Article 13-15: Freedom of movement, right of asylum, right to citizenship</p> <p>Article 16-17: Right to marriage, and property</p> <p>Article 18-20: Freedom of thought, conscience and religion, freedom of expression, freedom of assembly</p> <p>Article 21–22: Right to free elections, political participation, social security</p> <p>Article 23-25: Right to work, equal pay for equal work, rest, leisure, paid holidays, standard of living, health, child protection</p> <p>Article 26: Right to education, compulsory and free elementary education; education for personal development, respect for human rights and tolerance between nations</p> <p>Article 27: Right to participate in cultural life and protection of moral and material interests as an author</p> <p>Article 28: Claim to a social order to realize the rights and freedoms</p> <p>Article 29: Duties to the community, restrictions on rights only to respect the rights and freedoms of others, rights must not conflict with united nations goals</p> <p>Article 30: “Nothing in this Declaration may be interpreted as implying for any State, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the rights and freedoms set forth herein.”</p>
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Fig. 10: Universal Declaration of Human Rights 1948 an Overview. By Claudia Lux.
Source: UN (1948): Allgemeine Erklärung der Menschenrechte. <https://unric.org/de/wp-content/uploads/sites/4/2020/01/UDHR-dt.pdf>.

The Universal Declaration of Human Rights, adopted by the United Nations in 1948, proclaims important political values for every human being (United Nations 1948). They are set out in a clear structure and apply equally to everyone in the world from birth.

Some of the values expressed in library policy papers are rooted in human rights, such as Article 1, which states that all human beings are born free and equal in dignity and rights, or Article 19, which is very relevant to the library profession: “Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and express information and ideas through any media and regardless of frontiers”

(United Nations 1948, Article 19). However, this does not mean that in advocacy it is enough to mention Article 19 of the Declaration; one must advocate hard and present many more arguments to make sure that libraries can provide what is written here and that everyone should be able to get it.

Article 26 is about the right to education and Article 27 is about the right to participate in cultural life and to share in scientific progress. Libraries have an important role to play in supporting and guaranteeing these human rights through their work. In this way, by embracing these values and demonstrating their role in realising them, libraries can make a positive appeal to politicians, at least to those who support these human rights.

It is therefore not surprising that the IFLA/UNESCO Public Library Manifesto 2022 and the IFLA School Library Manifesto 2021 make explicit reference to human rights: “Access to school library program services and collections should be based on the United Nations Universal Declaration of Human Rights, the United Nations Convention on the Rights of the Child, and the United Nations Sustainable Development Goals, and should not be subject to commercial pressures or any form of ideological, political, or religious censorship” (IFLA 2023h).

3.4.2 Political Parties and their Values

Values play an important role in politics, which can be seen in political speeches, election campaigns and the presentation of political parties or governments. The values that libraries represent are a particular asset to any encounter with politicians and any political debate about the need for libraries. If libraries do not have much power with their demands, it is precisely these values that can be used to find contacts in politics and to take the first step towards successful advocacy. Since most parties in the German parliament regard human rights as a basic democratic understanding for their work, it is particularly instructive for advocacy work to know the different weighting of these values in the individual parties and thus to know more precisely which values of politicians can be obtained for libraries. Many politicians hold values that can be realised in libraries, which are important talking points for any library advocacy work. Values are seen as a positive point in understanding the mission of libraries, even by opponents of a particular policy, and thus open a positive relationship for the future. Values help to improve knowledge about the work of libraries.

Politicians have all kinds of values, no matter what country they live in, supported by different groups. The Conservatives in Britain have one of the standard themes that many political groups and parties around the world include in their manifestos: to make the world a better place. In their policy documents they de-

the lists of party manifestos around the world show many overlapping values, and most of the values are supported by library activities. It is clear that libraries and their values have an extremely high profile across the political spectrum. Values are therefore an excellent point of contact with politicians.

Many of the values adopted by the above parties are also embedded in the information profession and reflected in library activities. These values can quickly create common ground with politicians from different parties, and it should therefore be possible to advocate for the library in this political environment unless fundamental values are rejected by one party, which becomes clear when considering the role of libraries in countries where the government does not share these values. For many librarians, upholding positive values and realising human rights through their work is a great source of job satisfaction. There are cases where young IT professionals clearly state that they have made a conscious decision to work in a library because they share their own values with this institution, in contrast to their work in other companies and organisations. Because of these values that libraries embody, they are trusted by many groups in society. This perspective is usually based on their personal experience in a children's library, or more generally on a positive attitude towards books and the diversity of knowledge that libraries represent.

This is not, however, a very robust view from which librarians can draw conclusions about society's support for libraries. Unfortunately, there is no compelling development to ensure that libraries are adequately funded and supported. While people cannot put a lot of pressure on politics with values, they can with power but, nevertheless, these values are a strong argument for library advocacy. The other hope is that, because of these shared values, policy-makers will approach librarians and information professionals with a fundamentally positive attitude.

3.5 Library Politics Summary

Like all political action, library policy is based on the three elements of power, policy-making and values. Very seldom can library demands be asserted against other interests. On the other hand, there is a wide field for policy-making, which has been presented here in a few areas based on the political structures of the five political levels: local, regional, national, intergovernmental or supranational and international. The aim of this overview is to show where and at what political level policy-making in the sense of libraries is possible because policy-making is advocacy. The variety of possibilities is even greater than described here, but with only a few full-time representatives of library associations and many volun-

teers, it is not possible to implement library advocacy in all these areas. Therefore, a selection of the most important current issues and committees will always be made, on which as many active people as possible will then concentrate. This should serve as a stimulus to explore further areas and options for policy-making using existing structures. Of the three elements of politics – power, policy-making and values – policy-making is the central element through which positive change can be achieved. Values play an especially important role in all areas of library policy, as the list of library strategic papers shows.

4 Libraries in Society

What is the role of libraries in society? It can be said that libraries have existed on all continents since the development of human written culture. They fulfil an important role for humanity: to collect knowledge, to preserve knowledge and to make preserved knowledge available again. However, with the Internet and the digital dissemination of knowledge, it has been said for some time that libraries have no future. The reason for this, they say, is the enormous wealth of knowledge on the Internet, an opinion that has been echoed by various politicians and administrations around the world, although less so in recent years and since the COVID-19 pandemic. In fact, there is less need than before to argue why libraries will remain important in the age of the Internet, because during the pandemic libraries showed their potential for digital learning and other skills for life and work, including sustainable development. In addition, a remarkable number of large and beautiful new libraries have been built around the world in the last 20 years, with more than 100 new library buildings in China alone and some large new libraries in the Arab world, such as the Qatar National Library, designed by star architect Rem Koolhaas (see Figure 12).



Fig. 12: Qatar National Library Main Entrance. Photo: Claudia Lux.

4.1 The Role of Libraries in Society

The many new library buildings around the world give the impression that libraries have only now really reached all societies. In fact, more people use libraries today than ever before, and libraries now offer more knowledge than in previous centuries. In 2021, the Library Map of the World alone, which included data from 135 countries to date, counted 2,8 million libraries and over one billion registered users (IFLA 2021d).



Fig. 13: Library Map of the World. IFLA, <https://librarymap.ifla.org/>, CC BY 4.0.

In recent years, the role of culture, and libraries in particular, has been growing very slowly, quietly but steadily internationally. New public libraries have been opened in Portugal, France and many other places, and when the librarians advocated for the new Helsinki City Library, it was like a “Eureka” effect for many politicians to have a non-commercial safe place in the city centre that would be used by families with children, which is exactly what happened. In addition, all big cities understand that hate speech and this kind of negative elements can be mitigated with cultural activities, including libraries (Haavisto 2022).

Parallel to this development, there has been a discussion since the 1980s about the library as an obsolete model, at least in its analogue form (Thompson 1982). Without going into future considerations, it can be said that many things will change for libraries in the future, and that the multimedia and digital aspect of storing and disseminating knowledge will become increasingly important in the future. In addition to text, spoken language and images will be even more important than they are today in conveying knowledge, which can be transmitted

digitally just as easily as text. As librarians and information professionals seek to preserve and share knowledge, their role is expanding from the textual tradition to include a wide range of multimedia offerings, while there are also other roles that libraries play in today's society. In recent years, library buildings have been redesigned to meet the changing needs of users.

As libraries have embraced Ray Oldenburg's concept of the third place (Oldenburg 1999), which initially described just a place to be, like a café, alongside home as the first place and work as the second, they have developed new roles by creating spaces for inspiration, learning, communication and creativity (Jochumsen, Hvenegaard-Rasmussen and Skot-Hansen 2014). What is the current and future role of libraries in society? For most libraries, the human right of access to information and media remains the most important function of the public library as a place of knowledge and information. Other current roles for the public library are a digital skills centre, a place of culture and literature, a place of inspiration, a community meeting and communication place, as well as a house of resources. It is a prominent place in society. Today, even university libraries are demonstrating how their library has become a third place – and not just for their own students, as academic libraries are increasingly open to the general public.

In 2016, public libraries in the USA had 171.8 million users (IFLA 2021d), which meant that more than 50% of the population of 323 million were registered users of public libraries. Worldwide, the Library Map of the World counts one billion registered users – and some countries are still missing. In a 2004 survey in Germany, over 80% of respondents knew of the public library and around 30% were registered users (infas study 2004). Libraries, especially public libraries, are places of entertainment and practical knowledge. For children at certain stages of their lives, they are a source of fantasy, stories and facts from a wide range of historical periods and a particularly important help in coping with life. Elsewhere, for people in education or training, libraries provide the tools for discussing and processing texts and knowledge. And for many others, they are a constant companion in all the different stages of life, especially in breakpoints of life (Lux 2015).

In society, the library is seen as a place of equal opportunity. This is true not only for young people from disadvantaged immigrant families, for whom the library opens up a world of knowledge that would otherwise be inaccessible, but also for many other people who gain access to information, knowledge and culture through the library; the library provides opportunities for their educational and personal development, which may lead them to universities. In the IFLA/UNESCO Manifesto for Public Libraries, published in 1994, this equal opportunity is reflected in the functions of the public library (IFLA/UNESCO 1994), which are divided into four groups, each with its own social significance. The first is the educational function of public libraries, with the most important aspects here the

promotion of reading, the promotion of information literacy, the provision of information for vocational training and further education and the support of individual educational efforts. Secondly, the public library has an important cultural function, promoting cultural education and providing media for entertainment and leisure. Thirdly, there is the political function of public libraries, which can be seen in the promotion of democracy, the promotion of participation, the provision of basic information, efforts to ensure pluralism and neutrality of the media and information offered. Last but not least, there is the social function of public libraries with the inclusion of migrants and minorities, the emancipation of the disadvantaged, support in coping with everyday life and the provision of a meeting place (Rösch 2014). These library functions are aimed at everyone in society and are intended to support and promote the personal development of individuals through the use of the library.

As early as 2009, IFLA put the spotlight on the role of libraries in society with the development of its Building Strong Library Associations (BSLA) programme as part of its training for library associations. In addition to the functions summarised by Rösch above, there are several additional points that should be mentioned as it helps libraries to play a special role in society. For example, the BSLA training programme envisages a leading role for libraries in providing information in a rapidly changing information environment. It gives them a special role in protecting intellectual property and cultural heritage at regional and national levels, and in facilitating research and publication.

The fact that libraries contribute directly to social cohesion is also addressed. To support this, libraries provide cultural experiences through events that bring different social groups together, encourage people to get to know each other and enable networking. In the area of democracy, Module 1 of the BSLA programme sees the role of libraries in creating publicly available information in electronic and print formats and in promoting the development and maintenance of freedom of thought by providing equal access to information (IFLA 2010a).

The library is a space “where we see the otherness of the other”. It is one of the few free and open spaces left in society, an extremely important part of the social infrastructure, where people from all walks of life can actually come, not pay, not buy into any kind of religion and do whatever they want – with the restriction of being respectable and sociable. Libraries are very important places for social cohesion (Hapel 2022).

People trust libraries, which is another important statement about the role libraries play in society. In the USA, this trust was particularly evident in crisis situations such as Hurricane Katrina, where libraries helped those affected by the disaster by providing information and communication in their libraries, which helped them communicate with their loved ones and find missing people; in

doing so, they helped to improve the lives of those affected (Welsh and Higgins 2009). In Germany, even devout Muslims see libraries as a safe space where their daughters can study alone. It is therefore particularly important for the recognition of libraries in society that people trust them in this very special way.

The political function of libraries is increasingly at the centre of discussion today. With a special virtual stage on the topic of democracy, the digital “next library festival 2021” showed how important this aspect has become for libraries. Several speakers on the main stage of the online conference also highlighted the role that libraries should play in democracy, which is in line with various academic contributions in recent years. A group of researchers has examined this political function of libraries, museums and archives in relation to the promotion of democracy, carrying out detailed research and making comparisons between different countries in Europe. Hobohm reports that, according to a survey conducted in this context, a majority of people in Germany perceive libraries as a place of democracy (Audunson et al. 2020). In addition, libraries have always been one of the most important social institutions, also from the point of view of other disciplines (Hobohm 2019). This perception of libraries and their role in society has been researched, however, whether this is also true in practice in all countries and for the future digital development needs to be analysed in more detail. Only the interplay of the various elements can create a positive image of libraries in our society, an image that can be used in particular for advocacy.

4.2 The Image of Libraries

The image of libraries in society, or of the library in question, plays an important role in advocacy. How accurate is the image of libraries in general? Are they seen as making an important contribution to society or are they seen as an outdated institution for socially disadvantaged groups?

In an excellent overview of various studies on the image of libraries and librarians in the cities of Münster, Hamburg, Munich and Berlin, a predominantly positive image of libraries emerges, with libraries recognised by both users and non-users (Engelkenmeier 2018, X). The analysis of the portrayal of libraries and librarians in television films, discussed in the same dissertation, also shows an increasingly positive and modern image, but can this explain the generally positive mood towards libraries? Just a few years ago, the image of libraries was different. In a special study among young people (Keller-Loibl 2019), the author found a different perception of libraries – with both positive and clearly negative views. Personal experiences play an important role here, especially if young people have experienced the library as a place of strong control and discipline. There

are currently no more detailed studies on the image of libraries in different social groups. Librarians may overestimate the reputation of libraries in society because they themselves know the many aspects of libraries that have a positive impact on society, which may reflect a high level of identification of librarians with their profession rather than a high image of the modern library in society. Libraries have an incredibly positive image in much of society, but this is based on quite different perceptions which may not be the same as those of librarians. It would be desirable to examine this image more closely according to different social groups and milieus.

Some people see the library as the last repository of books: they emphasise the analogue, the haptic experience that libraries represent with their range of printed books. For them, this is even a deliberate counter-proposal to the digitalised society, just as the rejection of television was also found among some library users in the 1960s. The image of the librarian as a privileged person who presides over great treasures and has direct access to the world's knowledge is a particular one; similarly, the dreams of political decision-makers of being locked in a great library for a night to have access to all this infinite knowledge paint a positive picture. Respect for historic libraries, their sublime museum character and the individual precious works of famous authors characterise other beautiful images of a library, while the long history of libraries and the special role of librarians can also add to the good image in some cases. Overall, a large number of people have a generally positive image of libraries, but it is imperative that this positive perception is confirmed by a scientific study. Nevertheless, it is mentioned here because such ideas are reflected in library advocacy and in discussions with politicians and administrators. Librarians must be prepared to present the image of a modern library in the right light, without overly impacting on other people's potentially positive feelings about the library of his or her imagination.

In addition to the positive image of libraries, another aspect of the library sometimes comes up in advocacy conversations: the atmosphere of a library. The atmosphere of libraries is difficult to explain; it is about the feelings that many people have when they sit among shelves full of books. It is a particularly pleasant, emotional situation that describes respect for the knowledge stored between the covers of books and the joy of discovering unexpected ideas. More and more new library buildings are deliberately reflecting this element of surrounding walls of books full of knowledge in their architecture – be it the Stuttgart City Library, the National Library in Nur-Sultan or the new Qatar National Library (see Figure 14).

Not only literary events, but also television interviews with librarians in front of large walls of books are immensely popular. This is not an assignment of traditional roles, but a typification that is not possible in an interview in front of a personal computer. Architects also design on screen but are shown on television



Fig. 14: Qatar National Library Open Reading Area. Photo: Claudia Lux.

with sketches or in front of models. Would an interview in front of a large presentation screen showing the wall of books be better for the library to convey a modern image? Librarians need to make it clear that the pleasant things that our partners and policymakers associate with their image of the library need to be taken into account and linked to the new, modern image of a library full of diverse activities, which is an important part of successful advocacy. It is quite relevant for advocacy that one often encounters a very traditional perception of the library, and if today's libraries are designed as completely new places that are even more stimulating and motivating not only for contemplation and learning, but also for activities and cooperation, this needs to be communicated politically. The library as a third place has taken on new meanings and is sometimes, as in the historical models, equipped with high ceilings and long windows. To convince policymakers and everyone else of the importance of the concept of the third place for libraries, a Chinese proverb applies: "Seeing once is better than hearing a thousand times." An action landscape, such as the new Dokk1 library in Aarhus, Denmark, appeals to visitors because the interior spaces are more flexible and offer different spaces for free activities for the participating guests. Working in the library does not necessarily mean reading the books on the shelves. In librar-



Fig. 15: Library. A Third Place in Cologne Kalk. Learning Area. Photo: Claudia.

ies, as the third place, the stimulating learning atmosphere plays a crucial role, as the branch in Cologne-Kalk, Germany, demonstrates (see Figure 15).

The partners offer their knowledge in the rooms, thus multiplying the library's programme, while also taking advantage of the special atmosphere created by the books, which creates an openness to learn, to work on a research project, to play with others or to repair objects. The library offers a space for knowledge and action with a view to nature, the activities of others and the inner, wide space of the books, which represent the knowledge of society. It is important to convey this image to political decision-makers.

The fact that almost 30% of people in Germany actively use public libraries (Infas study 2004) is a good percentage, but it also shows how much room there is for improving the penetration of library services in society. It can be said that there is hardly a politician who has never seen the inside of a library, even as a child. Many have positive memories of the library but there are people, whole groups in our society, who, despite their positive opinion, have not yet discovered the library for themselves; libraries need to take these groups into account when presenting the role of the library in society. The UN Sustainable Development Goals 2030, which IFLA has taken up and specified for libraries, show the role

that libraries can play in the digital inclusion of all and in the development of a sustainable society. Much remains to be done, and many policymakers need to be won over to the library goals for good implementation.

4.3 Ethical Principles in Libraries and Advocacy

The positive role of libraries in society raises the question of how ethical principles should reflect this role. The ethical principles for members of the library profession are set out in an international document followed by over 60 national adoptions (IFLA 2012b). Why is an ethical basis for library advocacy important? Does ethics contradict advocacy, which is like lobbying? For libraries, lobbying or advocacy is highly ethical because it is advocacy for the common good. Library advocates want to serve a positive societal purpose and they operate on the ethical basis on which libraries around the world operate. As explained in the Library Policy Area (see chapter 3.4), libraries stand for certain values that are stated in the various declarations and planning documents, with many of these values relating to human rights as proclaimed by the United Nations in 1948. All human beings are entitled to these rights simply because they are human and should be respected by all others, and librarians and information professionals who want to advocate need to look at these ethical principles more closely. In the current political debate about democracy and human rights, these fundamental human rights are the values on which libraries act. The most important and often quoted part for the work of librarians and information professionals is Article 19: “Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers” (United Nations 1948). Library services as a broad media collection and information literacy support people in exercising their rights. And Article 1 as the basis of the Declaration states: “All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of fraternity” (United National 1948). These very first sentences address the values of libraries in dealing with their users, diversity and intercultural library work. In many countries there are additional basic laws or constitutions that reinforce these rights for their citizens, and librarians can use these to assert their advocacy and explain the values of libraries. Even in countries where these human rights are virtually ignored, libraries still try to act on these basic values. This relationship between libraries and human rights is a useful basis for argumentation with politicians of different parties, who are often unaware of this important social role of libraries. Libraries realise these human rights in their work

and have developed their own professional ethics on this basis, both internationally and specifically in more than 60 countries.

IFLA has developed an International Code of Ethics for librarians and other information professionals (IFLA 2012b). This is explicitly explained as an important part of the BSLA training programme in the IFLA Learning Portal (IFLA 2012a), so that all library associations can represent these fundamentals of their professional work. A preamble states that the IFLA Code of Ethics is intended to enable national library associations to develop their own ethical guidelines based on the Code, to resolve ethical dilemmas in practice, to create transparency and to improve professional self-awareness: “Librarianship is, in its very essence, an ethical activity embodying a value-rich approach to professional work with information” (IFLA 2012b). The reference to values as part of the librarianship profession is particularly emphasised here. Ethical action follows from the values held by librarians, which is reiterated in the Code of Ethics to characterise professional action as a whole. The IFLA Code of Ethics addresses six fundamental areas:

1. Access to information
2. Responsibility towards individuals and society
3. Privacy, Discretion and Transparency
4. Open Access and Intellectual Property
5. Neutrality, professional integrity, and professional competence
6. Relationships with colleagues and relationships between managers and employees (IFLA 2012b).

The document relates to advocacy in several ways. The first part deals primarily with freedom of access to information, as enshrined in human rights, and for which the library profession has a particular responsibility: “Librarians and other information workers reject the denial and restriction of access to information and ideas most particularly through censorship, whether by states, governments or religious or civil society institutions” (IFLA 2012b). This truly clear stance on censorship is not only the required ethical stance of the library profession, but is also at the heart of political advocacy, which is about pointing out any kind of censorship and advocating against censorship. In many countries, public libraries are increasingly confronted with the issue of censorship, while academic libraries must deal with it less directly, since in special cases even banned materials can be made available for academic research. Because of the reactions of their users, public libraries are now having to discuss the extent to which they can include anti-Semitic and anti-Islamic works in their collections. In principle, even a public library can hold any book that is not officially indexed or banned and can deliberately encourage discussion of extreme positions in our society and their refutation.

The German Library Association has restored clarity for libraries that find themselves in an ethical dilemma due to complaints from their users and has produced a sample letter that can be used (dbv 2019b) which explains the ethical principles according to which libraries are responsible for a balanced stock in their libraries. In terms of advocacy, the independent collection building of libraries should be emphasised and defended in every discussion with political leaders and administrations. The basis for this is shared political values, particularly the rejection of censorship as a democratic value shared by almost all political representatives in democracies. However, in some countries, librarians are increasingly confronted with arguments why certain books should be segregated, and it is important not to give in to pressure from particular groups. In 2021, the ALA issued a statement on book censorship in response to widespread efforts to censor books in schools and libraries, with the organisation's Office of Intellectual Freedom tracking 155 incidents of censorship in four months alone and providing legal guidance and strategic support to libraries and library professionals (ALA 2021a). Libraries in non-democratic countries with official censorship face even greater difficulties, but sometimes there are opportunities to advocate for greater access to information.

The second area of the IFLA Code of Ethics deals with the responsibilities to individuals and society that librarians and information professionals should fulfil in the practice of their profession. This is about ensuring inclusion and a non-discriminatory space where access to information is guaranteed for all. Implementation requires additional resources for inclusion to meet these demands, e.g. technical equipment for the visually impaired, budget for easy-to-read works, etc., which also includes access in a variety of languages, all of which are critical issues for advocacy. Children are an issue, and not only in Germany where the Federal Agency for the Protection of Children and Young Persons in the Media (BzKJ) has additional criteria for library material that is harmful to young people. Here, IFLA's position is clear, that "Librarians and other information workers respect the protection of minors while ensuring this does not impact on the information rights of adults" (IFLA 2012b), an aspect that is happening in US public libraries with the Children's Internet Protection Act (CIPA) (Noncensor99 2010) (see Figure 16). Children's rights had to be installed throughout the library and prevented adults from accessing certain websites.

The third area of the IFLA Code of Ethics is about privacy, discretion and transparency – the obvious ethics of working in libraries that protect and secure their users' information so that no-one else knows what media someone is borrowing from them. An example of this is libraries in the USA trying to stay true to these ethical principles after unsuccessfully opposing the use of the Patriot Act in their libraries. When, after the events of September 11, 2001, the Patriot Act stipu-

Children's Internet Protection Act



Fig. 16: CIPA and Great Seal of the U.S. U.S. Government, Public domain, via Wikimedia Commons.

lated that libraries had to hand over their user files to the Federal Criminal Police Office if the FBI asked for them, and that they were not even allowed to report on this publicly, there were various protests from libraries, with some libraries publishing daily announcements that the FBI had not visited them; in doing so, they demonstrated their ethical principles, so that even if they could not prevent the searches, they at least provided transparency as a form of protest. After intense lobbying by the American Library Association, the library provision was removed from the Patriot Act in 2009 (ALA 2020).

Open Access and Intellectual Property are ethical foundations for professional work in libraries, as explained in area four of the IFLA Code of Ethics. Open Access facilitates access to information and is an ethical imperative to create exceptions to copyright restrictions for libraries. At the same time, librarians promote respect for authors' rights and the protection of intellectual property, which embeds active copyright advocacy by information professionals with the aim of providing access to information for their users through exceptions to copyright. The fifth area of the Code of Ethics is about neutrality, professional integrity and professional competence and contains ethical principles that play a role in advocacy for libraries. Unlike business lobbyists, libraries cannot offer politicians lucrative jobs after their parliamentary careers. The ethical principles of neutrality, professional integrity and professional competence are the most important components in the personal appearance as an advocate for the good cause of libraries and their users, which is an essential factor in winning over all relevant political parties and groups as supporters of libraries. Finally, the sixth point of the IFLA Ethical Principles is about cooperation in the library, which should also be based on respect and fairness. This part can easily be linked to advocacy, because successful advocacy can only take place when librarians from different groups and associations come together in a convincing and unified way for the cause of librarianship. This has been confirmed on several occasions, most nota-

bly in the hearings of the Enquete Commission “Culture in Germany” of the German Bundestag (see chapter 9.2).

The umbrella association of German Library and Information Associations *Bibliothek & Information Deutschland* (BID) revised and reformulated its own ethical principles in 2017. The preamble makes an important statement that can be used to advocate for libraries, because the values it represents place libraries in a positive light in society: “Libraries are institutions without commercial interests, they are places of integration and communication. They are fundamental institutions of active democracy and enable mature participation in society” (BID 2017). The statement mentions a social responsibility for libraries, their role in society as a specific ethical task, and as shown in Figure 17 the version clearly states: “We reject censorship of content” (BID 2017).



Fig. 17: Ethical Attitude towards Censorship. By Claudia Lux.

After contemporary Russian author Akunin’s books were banned in 2022, many libraries in Russia took them out of circulation. The Mayakovsky Library in St Petersburg still has Akunin’s books, however, they are only issued on request (Zhi-gulina 2023); in this way, his books are still available. In some countries banned books are destroyed by the authorities. At this level of censorship, librarians argue that the books should be kept in a closed collection and not lent to readers. Experience shows that books that were censored may be easily accessible years later; censorship at different levels is thus another important advocacy issue for libraries.

In the Code of Ethics, the description of how the profession should relate to others is precise and leaves little room for manoeuvre. A positive image should be conveyed, especially by the professional associations, with good intentions regarding advocacy. In the German statement, however, the specific reference to the IFLA Code of Ethics in the area of copyright and for better rules for libraries is clearly weakened and reduced to general improvements of legal regulations; this should be made more specific in the future. Overall, the Ethical Principles for Libraries in Germany provide a good basis for communicating the values of li-

libraries and their role in society within the framework of advocacy. The former Swiss Association Library, Information Switzerland (BIS), now Bibliosuisse, has aligned itself much more closely with the IFLA Code of Ethics by emphasising the importance of the values represented by information professionals (BIS 2013).

Unlike Switzerland and Germany, Austria is not listed among the 60 national codes of ethics published by IFLA from Armenia to Venezuela (IFLA 2021e), including a four-sentence statement from Canada and a socialist-based code from Cuba. The Association of Austrian Librarians *Vereinigung Österreichischer Bibliothekarinnen und Bibliothekare* (VÖB) initiated a working group on information ethics from 2006 to 2012 (Fiala and Kumar 2006) while did not produce a complete code of ethics but did produce valuable compilations that made it clear that the values of information professionals play an essential role in their actions. The values presented by Kuhlen in his book on information ethics (Kuhlen 2004), such as justice (fair access), inclusiveness (accessibility, digital divide), self-determination (informational autonomy over one's own data) and sustainability (responsibility towards the next generation) are particularly mentioned by the VÖB working group. It is therefore worth emphasising once again that values are an essential part of library policy and play an important role in active advocacy. Ethical values offer many opportunities to address a wide range of politicians in a positive way and to support the demands of libraries. Librarians and information professionals should also be guided by these ethical principles in their advocacy because advocacy in particular needs a transparent basis.

The requirement for libraries to remain neutral is often enshrined in professional ethics. For libraries to be neutral means that their collections are not politically one-sided, but that they give all groups and their ideas a certain space, as is the case in society. There has been a heated debate about whether libraries should stand up for the weaker groups in society and not buy literature that does not respect human rights. The Universal Declaration of Human Rights gives a clear message in Article 30: "Nothing in this declaration may be interpreted as implying for any state, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the rights and freedoms set forth herein" (United Nations 1948).

The mere dissemination of ideas, however, is protected by non-censorship, and this particularly strengthens the professional ethics of libraries. With this openness, libraries are of interest to all political groups and their ideas, unless the publications are prohibited by law. There is a difference between democratic countries and dictatorships, and between pre- and post-censorship, that is, before or after publication. However, library neutrality is also discussed among information professionals; literature that does not respect human rights and is directed against individual groups in society should not be acquired by libraries, accord-

ing to one point of view, which means that libraries cannot be neutral. Others say that those affected by these negative perceptions have an interest in being able to borrow books from the library in which they are attacked, so that they do not have to buy the works themselves and thus support these opinions financially. For example, a Turkish student argued in favour of borrowing a book from the library that expressed prejudices against Turkish migrants in Germany. The question of neutrality is especially important for library advocacy and should be answered as clearly as possible.

4.4 Summary of Ethics and Advocacy

This chapter provides an overview of ethics for information professionals from various sources. In addition to the IFLA Code of Ethics presented, it also includes related papers on the values and viewpoints of library and information professionals to delve deeper into all ethical aspects. It should be noted that a good knowledge of the ethical principles of the library profession is truly relevant for advocacy and can be used in many ways to engage with policymakers.

5 The Political Structure and the Library System

In order to advocate effectively, there needs to be a basic understanding of the political responsibilities in a country, otherwise, librarians and information professionals will find themselves trying to persuade politicians who have no responsibility at all to influence decisions for libraries. Depending on the political level to which libraries belong, there are clear political responsibilities that determine the nature of advocacy work. The following description is mainly about public libraries and academic libraries, which are subsidised by the state and whose budgets are decided in a democratic process. However, even if the budget comes from a less democratic and highly centralised system of government, the advocacy methods suggested could work; the same is true for religious and special libraries, which have their own decision-making structures. The following sections explain the different levels of political power and their relevance to libraries, with some 193 countries being members of the United Nations and about 12 more having an observer status. The administrative system of these countries has different levels: the national level with the national government, a regional level (like states or provinces) and a local government level with districts, municipalities, counties and communes. There may be subdivisions at the local level, but for the sake of simplicity this book uses only the local level or municipalities. The type of country can be unitary, with a centralised government, or federal/regional, with certain decision-making powers delegated to the second level of government.

5.1 Libraries and the Local Political Level

At the local level, the municipality is usually the relevant administrative unit with corporate status and the power of self-government, with all power at the local level coming from the national or regional level. There are big differences between countries in how exactly this local level is able to act and make decisions, with elected or non-elected representatives, with the local public library depending on this structure. It is important to understand all aspects of the local level's responsibilities before starting to advocate; for example, public libraries in the USA are funded by local taxes and there are many advocacy tips from the ALA on how to campaign for a new library building. Public libraries in Europe similarly get their budget from the local level of government, either through a state or regional library law or as a voluntary decision by the local council. However, sometimes the local level is only responsible for the building and staff,

while the collection and training are provided by a regional library, as in Malaysia, illustrating how any public library in the smallest local unit, in urban areas and small villages, needs to know the structure of decision-making for libraries at the local level before starting to advocate.

The municipality may have an elected municipal council that makes decisions about the development of the municipality. The municipal administration as the executive body and the mayor as the highest representative of the municipality are other important bodies of the municipality. The municipal council forms appropriate committees, in which the elected members of the municipal council are represented, to discuss and decide on the affairs of the municipality. In the municipal administration, a department or a specialist area usually corresponds to the content of the committees (local differences and names will not be discussed here). In Germany, the building committee is seen as particularly important for the community and membership of it gives the community representative a degree of prestige; newly elected and younger councillors are often appointed to the cultural, education or social committee. These committees are less important, as there are fewer options for decision making in the areas of education and social affairs due to state and regional requirements. For public libraries, the allocation within the municipal administration is particularly important; they are almost always assigned to education, social affairs, culture or specialised areas such as community services, and the development and budget of the public library can therefore be approved by the cultural committee alongside theatres, museums and orchestras and can be treated as secondary. If the library is assigned to the education sector, its plans will be discussed alongside schools and community colleges. Depending on which partners the librarian sits on the same committee with, the library's advocacy work will need to be adapted to the situation. It is possible for library issues to take a back seat because other cultural institutions seem more attractive or cause more problems in the culture committee, or because the library disappears behind discussions about schools and parents in the education committee. The committee does have a say in fundamental library matters, from the appointment of management to the budget while other committees, such as the budget committee, are also relevant to these decisions. In some countries, an elected or appointed board of the public library makes these decisions before the municipality approves them. In these cases, the library director must have excellent relations with the board members and keep them well informed of all developments. If a public library has good public relations, the mayor will be happy to talk to the press and present new developments in the library. A good and stable relationship with the mayor is not always easy but will be an asset to the library.

The composition of education and culture committees outlined above suggests that the public library does not always get the strongest personalities on a committee, which makes it even more important for the library's management to look beyond the committee that oversees it to other elected community representatives to promote the library. This means that advocacy at the community level is an important and a broad area for the further development of the community library. In principle, any positive discussion about libraries is part of advocacy and helps to spread the image of modern and active libraries. Big cities all over the world have their own specific structure for the public library system in their community. However, all of them – whether in Japan or in South Africa – are more or less integrated into the structure and administration of the local decision-making process and need to advocate for their goals.

Depending on which partners sit on the same committee as the library, the librarian's advocacy needs to be adapted to the specific situation with a good knowledge of the partners' interests and political views. It is extremely important, but also difficult, to organise clear and self-confident advocacy for the public library in these constellations. To advocate the local authority, it is essential to analyse the key people and key areas of responsibility: not only the direct supervisor but also the human resources manager, IT and facilities management and the building authority. The exact distribution of departments can vary, so accurate information is crucial to selecting the right contact person for targeted advocacy. In the end, whether in a democratic or non-democratic environment, successful advocacy for libraries always means having an exceptionally good relationship with key policymakers at the local level, being well connected in the community and having good support from library users and their families. The local level of the political system is extremely important for public libraries.

In some countries, cities and municipalities have set up their own associations to represent their interests at all levels of political decision-making, and it is worthwhile for libraries and library associations to communicate and cooperate with them. For example, the Swedish Association of Local Authorities and Regions, *Sveriges Kommuner och Regioner* (SKR), supports eBooks in public libraries (SKR 2023), an important political demand of public libraries in Europe, while in Germany, representatives of all three municipal associations participate in the advisory board of the German Library Association. At the same time, it remains the task of the librarians to approach the municipal umbrella organisations on common issues and to win them over to the interests of the libraries. Library associations can demonstrate the benefits that well-equipped public libraries bring to communities, and the UN Sustainable Development Goals 2030 highlight ways in which libraries and their work can reduce the social burden on the local community (see chapter 7.2). Nearly all municipalities around the world are planning to follow the UN SDGs,



Fig. 18: German Town of Staufen im Breisgau. Photo: Claudia Lux.

and more than 2,500 cities, towns and regions from 125 countries are organised in the International Council for Local Environmental Initiatives (ICLEI) to promote sustainability for local governments (ICLEI 2023). Libraries can check if their local authority is already part of this movement and advocate for library participation and recognition in support of these goals. Even if small municipalities like Staufen im Breisgau (see Figure 18) do not participate in global associations, they all try to follow the UN sustainability goals.

5.2 Libraries and the Regional Political Level

The regional political level of the administrative structure in most countries simply executes the laws and decisions made by the national government. This is different in some countries of the world where there is more political power at this regional level, for example in provinces in China and Argentina, in federal states in the USA, Germany and Malaysia and in regions in Côte d'Ivoire and Italy. Libraries advocating at regional level need to be aware of all relevant aspects of regional executive political power (see Figure 19). Are there opportunities for leg-



Fig. 19: Political Decision Levels in Countries. By Claudia Lux.

islation that could support library development, or is there a risk of being restricted by regional decisions? This can be discussed in relation to government decisions at national level.

In Germany, the governments of the federal states have the right to legislate on education and culture. Library legislation can only be decided at this level, not at the national level. The regional parliaments are the corresponding legislative assemblies, and the elected regional governments have different responsibilities in their ministries, even though it is politically desirable to structure them in the same way. Due to new coalitions after elections, culture in particular can move from one ministry to another – sometimes together with tourism, sometimes with education or in completely different constellations. However, the rest of the organisational structure of the ministries at regional level in Germany is similar.

Although public libraries are administered by the municipal level, in many countries they are also supported by the regional political level. This may be a regional library or a special department for public libraries in the regional administration with additional funding for projects or training, sometimes advising public libraries in their region and helping with maintenance and building issues.

In many countries, state libraries, regional libraries and certain special libraries are directly attached to the regional political level, with academic libraries of state universities and research institutions more indirectly. The first group therefore advocates the regional government, the regional parliament and the regional administration directly. The second group first talks within their institutions, but if this does not help, they still have a chance to use partners like the regional library association to advocate at the regional political level. Due to the

structure of the regional administration, it is not always easy to find the responsible departments and contact persons for the different library issues; they are not only to be found in the education and culture departments, but also in the social or building departments. On the other hand, there are many opportunities to make personal contacts and discuss library policy issues with members of the regional parliaments. There are MPs in every constituency, and it is easy to make an appointment to meet them. Library policy demands can be discussed and explained in advance, while it is also important to keep a close eye on what is going on in the regional parliament as well as to formulate clear demands for libraries. Librarians and information professionals carry out active advocacy work to put important library policy issues on the regional agenda, and electoral touchstones at the regional level are an additional means of eliciting party positions on future library development (see chapter 12). Even if there are no elections at the regional level, advocacy with the regional government, regional organisations and influential people at the regional level is a way to get libraries on the regional agenda.

5.3 Libraries and the National Political Level

In democracies, the national parliament and its committees are the basis of the legislative process and other well-considered decisions at the national level, while in non-democratic countries there are also similar assemblies that play a more formal role of acclamation. In all countries, direct contact with the parliamentarians of the governing parties who prepare legislative initiatives is necessary to influence decisions at an early stage, with there being a clearly defined legislative procedure for this. It is not always easy to speak directly to the right MP, but there are several ways of doing so. Librarians can use committees, other meetings and hearings organised by politicians and parties as crucial structural elements for democratic opinion-forming in the legislative process.

In Germany, the Digital Agenda Committee provides an opportunity to provide expert advice to members of parliament and to persuade them of library interests. Some commissions are a more fundamental forum for discussion, and legislative initiatives by parties or individual parliamentarians can only follow from the instructions decided in their meetings; some of the results of library participation in the Study Commission on Culture and the Study Commission on the Internet have resulted in positive decisions for libraries in Germany (see chapter 9.2). In a parliamentary democracy, the parties and their parliamentary groups are relevant at the federal level, and little can be achieved without the participation and support of the parliamentary groups.

The government and ministries are also points of contact for librarians and information professionals, which is even more intense in a presidential system. The ministerial administrations that prepare the texts of laws and regulations play an important role, as they must assess how a new law conflicts with old regulations or whose rights are affected, however, they are unlikely to have libraries and their users in mind. Staff in ministerial administrations are often in place longer than elected ministers and their staff, so long-term contacts need to be established for successful advocacy. There may be opportunities to provide advice on draft legislation or even to have library language included in a bill or decision that is being considered in parliament.

A national government has different ministries responsible for education, culture, social development, sustainability, construction and more. Very often the Ministry of Education and the Ministry of Culture are responsible for libraries, with the Ministry of Education looking after academic and school libraries and the Ministry of Culture looking after public libraries. In some countries, such as Lithuania, the Ministry of Culture is responsible for all library issues, and has published a website describing the competence of the Ministry of Culture in the field of administration of library activities from the state level to the municipal level, including libraries in educational institutions (Ministry of Culture of the Republic of Lithuania 2023). This complete description is extremely helpful for library advocacy. In contrast, in countries such as Qatar, neither the Ministry of Culture nor the Ministry of Education provide information about their responsibilities towards libraries.

Regular and trusting contact with ministries can lead to the opening up of funding for libraries or the development of special programmes for libraries. Again, good support through expert knowledge is helpful, and some library associations have achieved a lot in this respect. Libraries are affected by decisions in many policy areas, but this is not always obvious to outsiders (see chapter 6). Libraries therefore need to speak out when their interests and those of their users are affected by policy decisions, which is most evident in many copyright regulations. The Ministry of Justice is responsible for drafting copyright legislation, taking into account national and international law. It is only through close contact and regular consultation that library representatives can advocate for the rights of their users and secure exceptions for libraries and universities, which always requires a large number of partners to work with to organise this kind of advocacy work.

In countries with states and regions with special political power, there may be an additional assembly of these state and regional leaders with additional roles in legislative processes and national government decisions. Libraries need to be aware of this structure and may find it easier to advocate through various

regional activities at this level, with advocacy at the regional level and the direct relationship with the assembly complementary. In certain campaigns, regional library associations act at this national level and support an active library policy.

5.4 Libraries and Intergovernmental Organisations

Almost all countries belong to organisations that cover the countries of a continent, such as the Organisation of American States (OAS), the Council of Europe (CoE) or the African Union (AU). There are libraries at these levels, such as the AU Library in Addis Ababa, but very few decisions are directly relevant to all libraries at a continental level. More relevant are regulations and decisions at the level of intergovernmental organisations such as the Association of Southeast Asian Nations (ASEAN), the Gulf Cooperation Council (GCC), the Southern African Development Community (SADC) or the European Union (EU), to name but a few. Although they were all set up for economic reasons, their decisions have a direct impact on libraries, as free trade, copyright and customs regulations are relevant to all of them.

The EU is a highly developed intergovernmental organisation. In many areas, regulations and laws are made at the European level and then incorporated into national legislation. It is therefore increasingly important to understand the structures of the European Union and other intergovernmental organisations to be able to influence them in good time. At the EU level, there is the EU Parliament, the European Council (not to be confused with the Council of Europe, which is a much broader organisation than the EU member states) and the EU Commission with many committees. The EU Parliament is directly elected, so citizens can get information from their MEPs and influence decision-making – but only to a limited extent, of course. The MEP in one's own constituency is one of the people to contact on library issues, however, the parliament is not the only legislative assembly, although laws are debated and decided. The European Council is the body that brings together the Heads of State or Government of all the European countries that are members of the EU and decides on the overall strategy of the EU. However, unlike the Council of Ministers, it is not involved in EU legislation. The EU Commission, which consists of one representative from each EU country, is the executive body of the EU and has the right to propose laws for the EU. The chart on the institutions of the European Union is a good illustration of the institutions and the complex decision-making processes at European level (see Figure 20).

Funding for libraries can be obtained through participation in various EU tenders. Private consultancies are always active in applying for and managing EU projects and EU funding for institutions, including in Eastern European countries. In

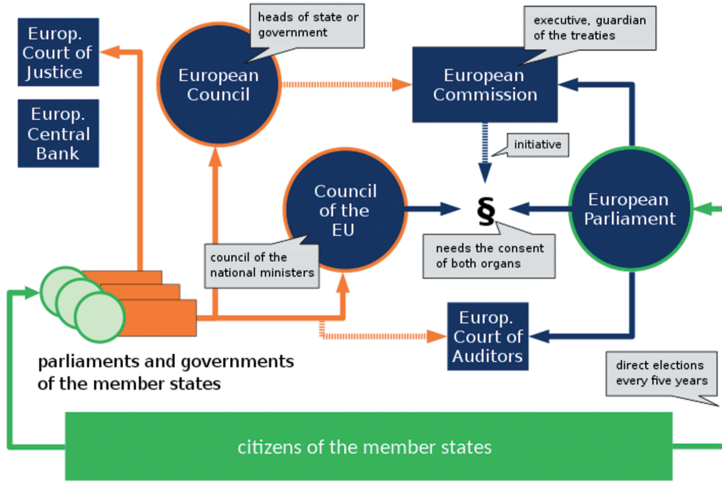


Fig. 20: Organs of the European Union. By Ziko van Dijk, CC BY-SA 4.0.

Ziko van Dijk, CC BY-SA 4.0 <<https://creativecommons.org/licenses/by-sa/4.0/>>, via Wikimedia Commons

such projects, libraries receive only a fraction of the funding, as the private companies receive money for the overall management and support of the projects, with these consultancies having their own lobbyists and being well-connected to the EU administration, advising them on topics for future funding. Meanwhile, the capacity of European libraries to independently apply for and implement EU projects has grown and they are able to make their own applications for EU projects. European library associations have also been successful in influencing EU funding guidelines to include libraries and allow them to apply, with advocacy for libraries at European level organised by the two European library associations EBLIDA and LIBER, whose work focuses on copyright at European level. The national library associations are involved in lobbying for individual measures but have also advocated and contributed to the creation of Europeana, the digital library for Europe.

ASEAN has established the ASEAN Committee on Culture and Information (COCI), with activities and projects including library projects such as the ASEAN Digital Library, where national libraries aggregate their digital collections. The GCC has also held special meetings of library representatives to discuss the development of national libraries.

5.5 Libraries and the United Nations and UN Organisations

The most important international organisation for libraries is the United Nations (UN), founded in 1945, and its sister organisations UNESCO, WIPO and ITU. All four institutions are supported by over 190 countries, and each country has only one vote. The complex structure of the UN allows NGOs to be heard if they have consultative status; IFLA has had this status since 1971 and can therefore represent libraries on relevant issues such as culture, human rights, information, science and technology, sustainable development, copyright, women's development, policy advice, public administration, knowledge systems and digital governance (UN NGO 2021), with this list of themes highlighting the many areas in which libraries play a role. With 274 submissions to date, IFLA has taken a stand at the international level of the UN to bring about positive change for libraries.

The UN is proposing a code of conduct on information integrity for member states and is seeking input on principles for the code, which addresses misinformation and hate speech, human rights and user empowerment. IFLA and FAIFE have prepared a response that reinforces the aim of the code and supports free access to information and digital literacy, while IFLA has already responded to the UN Secretary-General's Policy Brief on Information Integrity and hosted a side event at the UN in July 2023 on libraries as pillars of information integrity. In this way, IFLA is actively engaged in advocacy at the highest international level on an issue that is relevant to all libraries, whether they are public, academic, or special libraries.

The complexity of library interests at UNESCO is reflected in the five sectors under the Directorate-General: Education, Culture and Information and Communication are closely linked to various library issues. IFLA has a very strong relationship with UNESCO because of its educational, scientific and cultural focus, centred on the World Heritage programmes, Information for All and the World Book Capital selection, and is also an active contributor of expertise to the UNESCO/PERSIST programme to protect cultural heritage through long-term digital preservation (IFLA 2021a).

IFLA also works with Blue Shield International, a subsidiary of UNESCO, to protect cultural heritage. Indeed, through concrete activities and the development of standards, such as the joint manifesto for public libraries, political influence can be exerted for the positive development of libraries worldwide. In many developing countries, the name UNESCO acts as a stamp of approval.

As explained in the chapter on policy-making (see chapter 3.3.6), WIPO deals with copyright at the international level, but also has responsibility for patents, trademarks and intellectual property rights, such as in the case of artificial intelligence. IFLA has the right to comment on all WIPO issues, and in recent years the

focus has been on ways to ease copyright restrictions for libraries and the discussion of exceptions and limitations. What has been successful for the blind and visually impaired is now being extended to libraries and archives in general, to facilitate access to content in the digital world through exchange between libraries. However, WIPO decisions are not automatically adopted by countries. Over a period, intensive advocacy is required, initially with the EU and its member states, until a WIPO-enabled law is finally passed by the German parliament. However, unlike EU legislation, international resolutions are not binding. Nevertheless, the resolutions must be analysed, because the arguments that IFLA puts forward in the committees can be used very well for all the advocacy work of libraries.

The World Summit on the Information Society (WSIS) was launched by the United Nations (UN) in 2003 to connect the world faster to the Internet (WSIS 2021). The UN has mandated the International Telecommunications Union (ITU) to lead the project and coordinate the necessary meetings and activities. However, cultural and educational institutions around the world, including IFLA, have protested that the ITU sees the internet simply as a problem of wiring countries. The focus has been shifted to the content that needs to be distributed over these cables to truly support the planned development push based on the human right to information. Open access, education, lifelong learning, access for all to information and knowledge and many other demands and values can be found in the action points of the WSIS. In particular, the WSIS can be seen as a particularly good example of how the discussion gradually shifted from the economic and technological interests of telecommunications to the values, content and equal access to knowledge. In 2014, thanks to the broad advocacy activities of all NGOs, it became clear what UNESCO, together with the cultural associations, had achieved: “Shifting global discussions from information to inclusive knowledge societies” (WSIS+10 2014). The knowledge society needs content, which is provided by libraries and other cultural organisations. The German Digital Library, *die Deutsche Digitale Bibliothek* (DDB), was created with this in mind, and the argument can now be transferred to municipal and other digitisation projects to include the content of local libraries, with the WSIS also now closely linked to the UN’s Social Development Goals (SDGs) (see chapter 7.2).

5.6 Summary of Political Levels for Advocacy

The basic structures were presented for the three different political levels in the countries, as they are relevant for library advocacy. The relevant institutions in intergovernmental organisations such as the European Union and at the interna-

tional level with the United Nations were also explained. It became clear that libraries, due to their wide range of services, must contact those responsible for culture as well as those responsible for education, and sometimes also have an impact on other policy areas such as digitisation. Unfortunately, there is no current political structure to reflect this, and librarians and information professionals must build these necessary relationships themselves. The policy areas in which libraries can work are outlined below.

6 Political Areas for Library Policy

Libraries are naturally associated with culture. Books are culture, so libraries are part of it. The fact that libraries are linked to other policy areas such as education policy, science policy, economic policy, legal policy or social policy becomes clear as soon as one takes a closer look at their tasks. For example, decisions in the context of legal policy can change copyright law in such a way that libraries are no longer able to carry out their current tasks in interlibrary loans, as this already affects the sharing of digital resources in libraries. For targeted advocacy, all policy areas relevant to libraries should be analysed in detail. By looking at different policy areas, it is easy to see how libraries are involved and makes it possible to better understand how libraries contribute to these policies and how they can play a role for policymakers and library advocates, while also showing how libraries are affected by political decisions that seem to have nothing to do with cultural policy. However, there is no scientific definition of the individual policy areas here, as there have been numerous discussions and definitions of what cultural policy is over the decades (Steigerwald and Tröndle [eds.] 2019). In this part, the policy fields are pragmatically defined as the areas mapped in the ministries.

6.1 Cultural Policy

Libraries play a vital role in the culture of a country and especially a community. In small communities the library is often the only cultural institution. Many cultural events take place in libraries, such as promoting literature through author readings which is a typical and quite common way that libraries make an important contribution to cultural policy. It is also a small contribution to economic policy, considering the copies of books sold at readings in libraries. A particularly good example of an impressive number of author readings is the Würzburg City Library, which has invited more than 500 authors over the past 20 years, including Hatice Akyün, Walter Jens, Martin Walser and Juli Zeh. In addition to literary events and lectures, libraries also offer other cultural events with music, theatre or even dance, such as in the Erlangen City Library (Stadtbibliothek Erlangen 2014). Exhibitions are another traditional cultural offer in public and academic libraries, with *Das Kochbuch in Baden 1770– 1950* in the *Badische Landesbibliothek* in Germany in 2016 a typical example of these cultural activities (Badische Landesbibliothek 2016). New themes with regional and local artists, private collections of library users, environmental projects of school children and special part-

nerships have changed exhibition practice, with exhibitions becoming an important part of the general cultural life and attracting many visitors to the libraries. This large number of events and exhibitions organised by libraries also makes a significant contribution to cultural life in all countries. Another cultural policy issue is culture in rural areas, where in many communities the local library is the only place for local culture. In 2019 alone, more than 412,000 events were organised by public libraries in Germany (DBS 2020), and as this number of library events is continually growing worldwide, we can imagine millions of events per year as the contribution of libraries to world cultural events.

Libraries provide cultural goods such as books and magazines, art from their art libraries and multimedia, and are concerned with the content they provide. The use of the library and the use of the acquisition budget for the collection has changed further as a result of the COVID-19 pandemic, and eBooks are thus playing an increasingly important role. Until now they have been treated differently from printed books; in most countries libraries can buy and lend any printed book on the market, whereas under current European law libraries cannot license and lend all eBooks on the market. There is a limited choice of licensing options, which are determined by publishers. The #eBooksForAll! (#eBooksForAll 2023) is therefore one of the most important cultural policy issues in the advocacy work of libraries worldwide.

In addition to its economic component, copyright has a cultural-political significance as the protection of authors' intellectual property. Libraries teach library users the basics of copyright and how to respect it. The interpretation of copyright is negotiated in the courts, where the economic influence of publishers is decisive. On the other hand, there are the cultural and political interests of library users, and this makes it a very important part of library policy advocacy.

Loss of cultural property and restitution are other important aspects of current cultural policy in which libraries are involved. This concerns Nazi-looted property, cultural objects confiscated as a result of persecution under National Socialism in Germany, particularly from Jewish owners. Intensive provenance research in German libraries has enabled a large number of books to be located and returned to their owners or their descendants. These activities are based on the 1998 Washington Conference and the subsequent Joint Declaration of the Federal Government, the Länder and the local authorities on the restitution of cultural property confiscated because of Nazi persecution. Elsewhere, the German Lost Art Foundation, established in 2015 in Magdeburg, provides financial support to cultural institutions for provenance research, with efforts being made to return cultural objects that were displaced as a result of the war and parts of libraries that were taken to other countries after the Second World War, and to support research into cultural objects and collections from colonial contexts (German Cen-

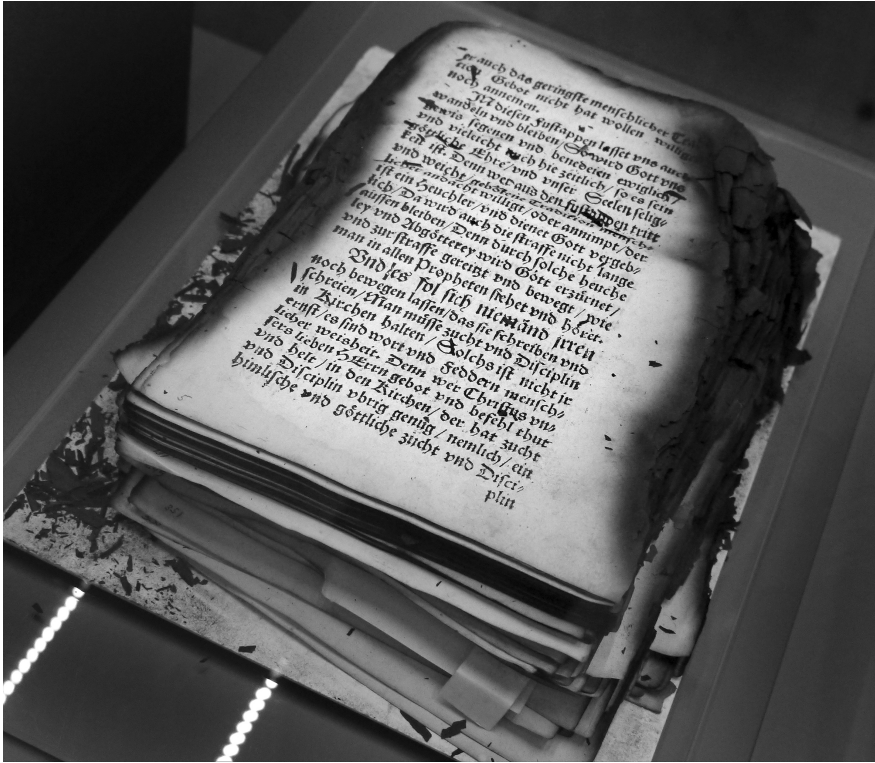


Fig. 21: Anna-Amalia-Library book destroyed.

Photo: Bodow, CC BY-SA 4.0. https://commons.wikimedia.org/wiki/File:Anna-Amalia-Bibliothek_-_durch_Brand_zerst%C3%B6rtes_Buch.jpg?uselang=de

tre for Lost Cultural Objects 2021). Libraries are actively involved in these important cultural policy tasks.

Libraries play a key role in the preservation and conservation of cultural assets. This can be seen in the restoration of precious books that were burned in the terrible fire in the Anna Amalia Library in Weimar 2004 (see Figure 21). In addition, digital preservation of cultural assets and preservation of digital works are cultural policy activities in which many libraries, especially national libraries, are involved. In all regions of the world, digital libraries are increasingly providing access to national treasures and historical documents as an important contribution to cultural policy and it is clear that different levels of government, from local to national, support these cultural activities of libraries. With an understanding of where and how libraries contribute to cultural policy, library advocates have a good starting point for demanding further political and financial support.

6.2 Education Policy

Education policy is a task for many political decision-makers, from the local to the national level. The importance of libraries for education policy has been well known since the OECD PISA studies, which have been conducted since 2000. More than three million 15-year-old students in 90 countries take the tests designed to measure their knowledge and skills, with library countries such as Singapore and Finland always among the top ten. Educational activities are a fundamental part of library work. It starts in the children's libraries with tried and tested concepts for promoting reading, which have been significantly developed in recent years through pedagogical research. Activities such as the creation of a reading bar in the Brilon municipal library in Germany, which correlates a child's height with a certain reading ability (Hachmann 2004), the media meter or the book babies, which can now be found in many public libraries, are an expression of this changed development. Worldwide, an enormous number of reading promotion projects have emerged, often with special support from private sponsors or city donors.

After a successful advocating campaign by various associations, the good examples of reading promotion projects from libraries in Great Britain and Singapore are also implemented in Germany. Reading starts with picture books for one-year-olds, which are distributed through paediatricians' surgeries, which is followed by a book for two-year-olds, which is distributed at medical check-ups. In the third stage, a book for children aged three and over can be picked up free of charge from the library. Each stage is accompanied by a booklet with detailed tips on correct reading and finger games, while additional materials, such as videos, are available online (www.lesestart.de). The involvement of public libraries in a national Ministry of Education project is something special, given the otherwise complex relationships between local, regional and national government. Advocacy by the German Library Association at national level has made this possible.

Libraries can also offer many events and activities in the field of cultural education, especially for children and young people, and in this way they make an important contribution to cultural education. Cultural education is not a balance between the two fields of cultural policy and education policy. According to the definition of the umbrella organisation for cultural education in Germany, the *Bundesvereinigung Kulturelle Kinder- und Jugendbildung* (BKJ), cultural education is defined as activities of young people that deal with different forms of cultural expression and show their perspectives and attitudes (bkj 2021). Increasingly, cultural education is being used in libraries as a programme not only for young people, but also for adults and senior citizens.

For intercultural library work, the intercultural competence of librarians is developed to meet the diversity of their users, with their intercultural training aiming at developing appropriate services. An important aspect of national education policy is the media and information literacy of the population, which is another important educational issue in which libraries are heavily involved. Public and academic libraries offer media and information literacy courses for all user groups, with the development of libraries actively contributing to this area of education having been gradual (Lux and Sühl-Strohmer 2004). Libraries around the world have developed common standards and positions and present good examples and successful methods for teaching media and information skills. The focus is on academic libraries, but public libraries also provide impressive examples.

Cooperation between schools and libraries and the development of school libraries is an important contribution to education. Libraries approach schools to motivate more class visits to the library than the few required by the curriculum. A better option would be to advocate for improved library information literacy in the curriculum but, nevertheless, libraries can score with their support to kindergartens, schools and university students. Public libraries work with schools to provide homework help and individual support for pupils and these services have an incredibly positive impact on academic success, however, this is not sufficiently known to policymakers, even though the concept of libraries in media and information literacy is recognised by UNESCO (IFLA 2011).

Academic libraries have an important educational role to play at the upper secondary level, at the technical baccalaureate and at the bachelor and master level. For many students, university libraries play a crucial role in the success of their studies; it is here that subject-specific courses on media and information literacy take place, and where physical and digital resources are made available for dissertations and exams. Librarians need to highlight their achievements in supporting education.

The learning spaces offered by the library and the interaction with other learners in the library environment are becoming increasingly important for successful study (see Figure 22). Alongside cultural policy, education policy is the most important policy area for future demands on libraries, and it is in this area that the successes of previous projects can be demonstrated. Precise knowledge of responsibilities in a federal landscape is a basic prerequisite for advocacy, especially in education policy.



Fig. 22: Central Reading Room Dresden University Library. Photo: Henrik Ahlers CC BY-SA 2.0.

6.3 Science Policy and Research Policy

To what extent can libraries play a role in science policy alongside cultural and educational policy? The new role of university libraries in science and research, open access publishing and new forms of licensing are changing the game. These are important and sometimes controversial science policy issues, and some countries and many science organisations have developed an open access strategy. Another area of science policy is the idea of merging the university library and the central computing centre, which originated in the United Kingdom but was later reversed there in many cases. To avoid the risk of a simplistic view of savings through mergers, three partner organisations, including the German Library Association, have joined forces to form the German Initiative for Networked Information, *Deutsche Initiative für Netzwerkinformation* (DINI). The result is an organisation that supports and expands cooperation between IT departments and university libraries for the digital future. This counteracts the simplistic view of a merger as a means of subsistence, in the hope that savings can be made and better forms of cooperation can be found (Degkwitz and Schirmbacher 2007). DINI's advocacy has been quite successful, and where such mergers have taken place, they have usually been well planned and have

strengthened the university libraries, as in the German universities of Cottbus, Konstanz and Ulm.

Indeed, in many countries academic libraries play a recognised role in research policy and have developed close links with national research funding bodies to support open access publishing. Specialised scientific information services, digitisation and indexing, publishing and licensing, research data and software are important and topical issues in science policy. The role of libraries in science policy remains an important desideratum for any advocate, just as copyright and scientific use is an ongoing issue for academic libraries, together with the scientific community.

6.4 Economic Policy

The relationship between libraries and economic policy is not as obvious as that between libraries and culture or education. As evidenced by the total budget of twenty-one billion euros for publicly funded libraries in the German Library Statistics 2019, libraries have a good economic presence. At 461 million euros in Germany alone (DBS 2020), the media budget of libraries, which goes to the book trade and publishers, is also economically relevant. Libraries are important customers for publishers, who often produce many academic books in limited editions to meet library demand only. Copyright is also part of economic policy as it ensures the exploitation of intellectual property. Libraries are integrated into the economic system as they must pay VAT on services and customs duties on works from abroad. An overview of VAT in different countries shows that the majority of countries in Africa and South America have no tax on books or scientific books. In 2015, Denmark applied the highest VAT rate on printed books (25%) and Hungary applied the highest VAT rate on eBooks (27%), according to the study (IPA 2015).

Fixed book prices are a particular area of economic policy. With the certainty that a book costs the same price everywhere in a country, the diversity of the book and the book trade, and thus the cultural value of the book, can be safeguarded. Fixed book prices are an advantage for libraries in the organisational process of ordering, as there is no need to compare prices. Many European countries, Chile and Mexico, Japan and South Korea have fixed book prices by law, and in other countries book prices are fixed by trade agreement.

Figure 23 below shows the world distribution of fixed book prices. Dark orange are countries with book prices fixed by law; bright orange are countries with book prices fixed by business agreement; blue are countries without fixed book prices and grey indicates No data.

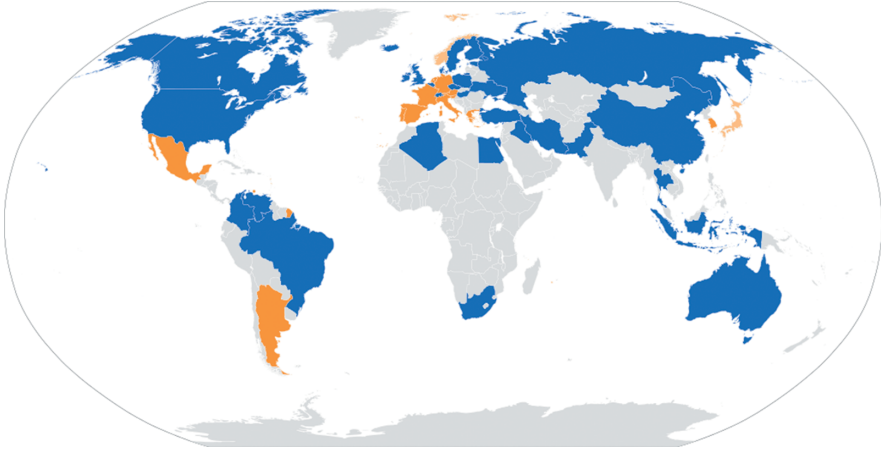


Fig. 23: Countries with fixed Book Price Agreement. By Thibaultd.
<https://upload.wikimedia.org/wikipedia/commons/d/d1/Countries-with-a-Fixed-Book-Price-Agreement.svg> Thibault, CC0, via Wikimedia Commons 2012

The World Trade Organisation in Geneva regulates international trade and economic relations. Founded in 1994, it has three agreements that form the basis of its liberal foreign trade policy:

1. The General Agreement on Tariffs and Trade (GATT),
2. The General Agreement on Trade in Services (GATS), and
3. Trade-Related Aspects of Intellectual Property Rights (TRIPS) for the protection of intellectual property.

Deregulation, free trade and privatisation are the main goals of this economic policy, which also affects libraries worldwide. How this affects libraries was explained by IFLA in a detailed statement in 2001 (IFLA 2001); both the GATS and TRIPS agreements have problematic implications for libraries, such as GATS which allows private companies in another country to compete with the country's public services and to claim government support for the public service provider or to claim subsidies of the same amount.

In this way, government support for libraries at all levels can be undermined, thereby undermining the library as a democratic institution that guarantees diversity. "At the start of the second round of GATS negotiations in 2001, thirteen members committed themselves to opening negotiations on libraries, archives, museums and other cultural institutions" (IFLA 2001). Given the strong economic orientation of GATS, the interests of libraries and their users may not be taken into account, and IFLA's critical remarks show that librarians and information

professionals need to be aware of international economic agreements in order to advocate for the interests of libraries and their users. This works even better with partners, as the activities of the German Cultural Council show.

The Comprehensive Economic and Trade Agreement (CETA) (Deutscher Kulturrat 2016a) for Europe with Canada and the Transatlantic Trade and Investment Partnership (TTIP) (Deutscher Kulturrat 2016c) for Europe with the USA, which are based on WTO decisions, have led to protests from cultural institutions who are calling for culture to be excluded from these trade agreements. The German Cultural Council, which includes the library umbrella organisation BID, opposes CETA as a blueprint for TTIP and fears that it will have a negative impact on the European cultural sector. Nevertheless, CETA provisionally entered into force in September 2017. As of January 2023, 16 EU countries had ratified the agreement.

6.5 Social Policy and Family Policy

Libraries play a role in other policy areas such as social and family policy. In many countries, continuing education and training are the responsibility of the ministries of labour and are now an integral part of working life. Libraries support learners and teachers in lifelong learning, with the opportunities for further education and training in libraries documented by many library associations. Librarians and information professionals show a highly active attitude towards professional development, with a wide range of opportunities available because of the extraordinary dynamism of the library profession. This is part of the lifelong learning programme, a concept promoted in countries such as the European Union and Canada.

There are also European funds such as the European Social Fund and other funding areas that are relevant to libraries in certain regions because of the role that libraries can play in the social development of a region. Social work in libraries is not only a concept but an important task in all public libraries and even in some academic libraries. Providing services for the blind and visually impaired, as well as applying for funding for equipment to make library use more accessible, are socio-political issues that can be addressed and negotiated with politicians. Social library work is also specific work for and with migrants and refugees, who in many libraries are motivated by special programmes to learn the language of their new country of residence, for social support, on specific topics for women, on diversity issues and in integrative reading groups for children. Refugees who are studying find special support in university libraries.

Intercultural library work has long been part of public library services which is seen by policymakers as a positive policy area for libraries because it supports

integration. Outreach library work, when elderly or disabled people have books delivered to their homes or retirement homes, is mostly done by library volunteers. The issue of volunteering is also a political issue that libraries are exceptionally good at addressing, and where they can clearly state their position on where the limits of volunteering in libraries lie. The employment of migrants and people with disabilities helps the library not only to fulfil its social responsibility, but also to live inclusion and reflect the diverse society in its staff. Social and family policy is part of library work in many ways and can be an extended field for advocacy.

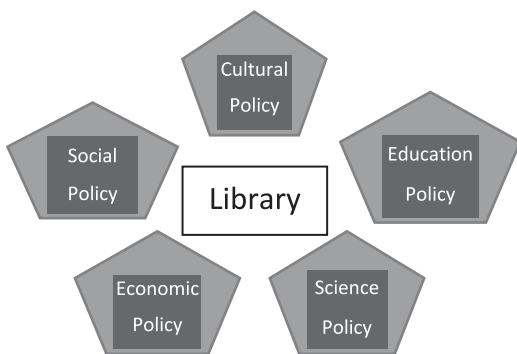


Fig. 24: Library and Policy Areas. By Claudia Lux.

6.6 Summary of Policies Related to Libraries

This section explains how libraries are linked to policy in many areas of their work (see Figure 24). It does not list all the policy areas relevant to the work of libraries, but aims to raise awareness of the many opportunities and starting points that libraries, unlike other cultural institutions, have for making contacts and advocating for funding. Library policy is not limited to culture and education, with every government department having policy areas that relate to the role of libraries. At the national level, in addition to ministerial libraries, there are special libraries in the health or justice sectors, or libraries in the army. There are also policy issues such as environmental policy, digital infrastructure and internet policy (Hösl and Kniep 2019) that are of great importance to all libraries, with the latter an especially important policy area for libraries, as the demand for high-speed internet in all libraries worldwide is extremely high but the realisation is still failing due to municipal and federal responsibilities. The IFLA Library Map of the World provides information on about 2.7 million libraries worldwide, but only about 374,000 have internet

access (IFLA 2023k). In addition, IFLA has submitted comments to the UN's research on a code of conduct for information integrity (IFLA 2024). It is important for library advocates to be aware of the diversity of policy issues to communicate successfully with politicians and administrators from different sectors and to offer cooperation and solutions.

However, this does not answer the most important question that is often asked: do libraries belong to cultural policy or rather to education policy? What do libraries belong to, or what do they want to belong to?

There is a rich literature on the discussion of a definition of cultural policy. It starts with the definition of culture, derived from the Greek *culere* – to care for – to the overly broad definition of the term that everything that man creates is part of culture. A narrower definition is then often used, defining culture around the concept of art and focusing on the artistic, creative element. For the purposes of this publication, culture is defined very pragmatically, and therefore imprecisely, as what is called culture in politics by the decision-making bodies and their executive organs. In the course of history, there have been different views and repeated arguments about this, as well as changing perceptions of what belongs to culture and what will belong to it in the future. Take the music of the 1960s, which was often pejoratively referred to as youth culture. Today it is an integral part of culture, even high culture, when philharmonic orchestras play the songs of the Beatles. At the same time, a positive relationship has developed with the term youth culture.

The argument about what is culture and what is not is not the subject of this article. The unexplained quotation, “Is that still art or can it go away”, which is said to have originated in connection with a work of art by the artist Joseph Beuys, can also determine the discussion about works in libraries. For a long time, films and computer games were not offered in libraries because they were not seen as part of culture. Cataloguing staff at a municipal library in Berlin refused to process video films by some outstanding film directors because of the violent scenes they contained, until the responsible film expert librarian explained the artistic value and significance of the films for film history. The discussion about what is worth collecting in culture, or more precisely in libraries, is always present and subject to social change. It is also part of the political discussion and can strongly influence advocacy. A clear position on cultural freedom, diversity and a library ethic that does not tolerate censorship is essential. At the same time, it can be said that libraries are always part of culture and therefore part of a country's cultural policy.

Cultural policy, like culture, is defined in a variety of ways, and these definitions derive less from political science than from actual politics. Education, science and arts policy, as well as some other policy areas, are subsumed under the

broad concept of cultural policy, and it is therefore not correct to contrast cultural policy with education policy. If, on the other hand, we look at the policy areas as they are allocated to offices and ministries, then there are clear differences between cultural and educational policy, and the question of which offices or ministries a library is allocated to can make a big difference to its support. As explained above, libraries are particularly linked to both cultural and education policies. Accordingly, in municipalities public libraries are sometimes under the responsibility of the education department and sometimes under the responsibility of the culture department.

On this basis, the Federal Association of German Library Associations, *Bundesvereinigung Deutscher Bibliotheksverbände* (BDB, now BID), together with the Bertelsmann Foundation, developed the strategy paper *Bibliothek 2007* (BDB 2004), with the aim for public libraries to be perceived more strongly by politicians as educational institutions. This was done against the background of the PISA shock of 2001 and the opportunity to bring libraries and their skills into the discussion. At the same time, the difficult financial situation of the municipalities played a role, with the budget for voluntary cultural services, such as libraries in Germany, decreasing, while education was somewhat better considered. The strategic reorientation in *Bibliothek 2007* with regard to education policy was successfully implemented by many public libraries with a stronger focus on the library and school concept. This changed again with the increased development of all-day schooling and new school libraries in Germany.

In connection with the new concept of the third place, which is neither school nor home, new opportunities for free, independent learning and creative activity are being developed in the library sector, while the promotion of cultural education has also been added. Looking across policy areas, there are many areas where libraries can play a positive, developmental role; a current example is the discussion on energy saving in Europe, where public libraries are an exception as the warm, good third place in the community. Another example is a project in Germany that focuses on small and voluntary libraries in communities with less than 20,000 inhabitants. Here, project funds are used to support the “modernisation and (digital) equipment of libraries in rural areas” (dbv 2020). The project demonstrates the German Library Association’s cooperation with the Federal Government Commissioner for Culture and the Media and the Federal Ministry of Food, Agriculture and Consumer Protection, *Bundesministerium für Ernährung und Landwirtschaft* (BMEL), which provides project funding for the development of rural areas.

The practice of political action makes it clear that the question of cultural or educational policy does not arise for libraries, since both are always on the agenda; for this reason alone, no unilateral recommendations can be made, and

all possibilities of cultural and educational policy for libraries should be used for advocacy. Even in municipalities where the public library's funding is limited due to its clear assignment to the cultural office, it is possible to obtain additional funding from the education sector for homework help or the purchase of schoolbooks, or even from the social sector for special activities with refugees. And vice versa: if the library is subordinated to the education sector, it can receive funding for literature evenings from the cultural budget.

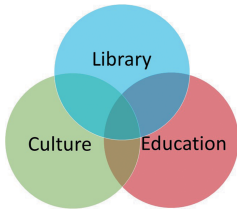


Fig. 25: Library, Culture and Education. By Claudia Lux.

The answer to the question of cultural or educational policy is equally clear: libraries belong to both policy areas and can also contribute to solving problems in other policy areas, as shown in Figure 25. This corresponds to the role that libraries want to play in the implementation of the 17 UN SDGs (see chapter 7.2) and opens up significantly more opportunities for all libraries to engage in targeted and successful advocacy.

7 Library Advocacy at the International Level

One of the most important advocates for libraries is the International Federation of Library Associations and Institutions (IFLA) which has been constantly advocating for libraries and these issues change over the years. It is worthwhile for librarians and information professionals in all countries and all types of libraries to follow IFLA's international advocacy activities regularly, and it is particularly interesting to analyse which advocacy issues are relevant worldwide and may soon be an issue at the national level. Advocacy remains one of the most important tasks of the world association for libraries and is firmly anchored in the current Framework Strategy 2019–2024. It states: “We listen to and understand the priorities of the whole field and amplify the message through advocating for libraries and their values on a global and regional level. We speak with insight, confidence and authority on relevant policies, ensuring that libraries are recognized and supported as critical community assets essential to achieving development agendas. We build a strong presence in international organizations and meetings as a valued partner” (IFLA 2021c).

7.1 IFLA's International Library Advocacy

As a recognised international NGO, IFLA represents the interests of libraries and their users in a number of international organisations. One of the most important is UNESCO, where IFLA has official observer status, with this cooperation on library related manifestos (see chapter 3.3.6) welcomed by many underdeveloped countries where reference to UNESCO may open some funding opportunities. UNESCO offers many opportunities for international advocacy to put libraries on the agenda of the World Book Capital programmes and through preservation, as in the Memory of the World programme and register, on the agenda of UNESCO PERSIST Programme for the long-term preservation and access to digital documentary heritage, which is particularly important for national and research libraries. In addition, issues such as cultural diversity, internet governance and freedom of access and the Media and Information Literacy Alliance (MIL) are also relevant to libraries. For public libraries, the IFLA/UNESCO Public Library Manifesto 2022 is of utmost importance as it can be used for advocacy in many ways. The manifesto uses political values and a strong invitation to governments:

This Manifesto proclaims UNESCO's belief in the public library as a living force for education, culture, inclusion and information, as an essential agent for sustainable development, and for individual fulfilment of peace and spiritual welfare through the minds of all individ-

uals. UNESCO therefore encourages national and local governments to support and actively engage in the development of public libraries (IFLA 2022b).

What is striking here is the inclusion of the national government, which is also responsible for the development of public libraries in a country. The manifesto sees the public library as a responsibility of local and national authorities, supported by updated legislation and funded by national and local governments. It should also be part of a long-term strategy for culture, information, literacy and education (IFLA 2022b).

As mentioned above (see chapter 5.5), IFLA advocate at WIPO. When IFLA was part of a coalition with ISO and IPA and a few others, all of these organisations sat down with WIPO with the same weighting to produce a document. When WIPO asked what each group could and could not support, it was important to make a clear statement; to make IFLA's advocacy stronger and clearer in such a situation, the then Secretary General commissioned a position paper from a copyright lawyer familiar with library interests, which was then endorsed by the IFLA Governing Board. With this paper, IFLA's representatives at WIPO knew exactly where to compromise and where not to compromise (Nicholson 2022).

IFLA is registered on the EU Transparency Register to be able to access the European Parliament and advocate for libraries in EU institutions. The organisation is represented in the International Standard Organisation (ISO) and active in different technical committees for standardisation on terminology, document management, identification, descriptions and statistics. It has the same relationship with the Comité Européen de Normalisation and European Committee for Standardization (CEN), where IFLA supports the conservation of cultural property. IFLA is also represented in the ISBN Board, and the Blue Shield International Committee, where IFLA is one of the Founding Members (IFLA 2023g). All these international organisations help IFLA to advocate for libraries and display their potential.

In WIPO, turning up at meetings and making a scientific statement is not the way of advocacy at this level. It is also a problem when the situation looks conflictual, where there is a risk that no solution will be decided, due perhaps to the other side being very angry and overstepping the mark. One advantage is that librarians and information professionals are reasonable, which is how WIPO looks at librarians. Also, in advocacy at WIPO it is important to wait, to get the chance to be listened to. The default of copyright in international law is that the law is sometimes very long and very broad, so it can take too long for a country to adopt the Marrakesh Treaty for the Blind and Visually Impaired, which ensures their access to information; the lazy solution for countries is to adopt the law and the restrictions as they are. Therefore, the library side is always in a position to

correct and argue for doing more than the minimum; libraries in each country need to advocate and convince the decision-makers of their role to support the Marrakesh Treaty (Wyber 2022).

New activities of international associations will be seen in the future, as is the case with climate change, where IFLA is also starting more activities. In the current debate on climate change, IFLA is trying to position libraries wherever possible. Since 2022, IFLA has been engaged in Action for Climate Empowerment (ACE), a 10-year framework linked to the UN Climate Change Conference COP 26 in Glasgow. The six elements of ACE are climate change education, training, public awareness, public access to climate change information, public participation and international cooperation. IFLA advocates that “libraries should be considered as key non-formal education providers offering lifelong learning and skills development with a focus on climate change” (IFLA 2022d). The paper IFLA has presented here can be used by libraries worldwide to focus on climate empowerment and to demonstrate to their policymakers their small but important role in climate change policy. Again in 2022, IFLA representatives advocated for the role of libraries at COP 27 in Sharm-El Sheik. IFLA also participated in the COP28 Greening Education Hub in Dubai in 2023, highlighting the role of libraries in climate change education (IFLA 2023d).

7.2 IFLA – a Strong Advocate for Libraries and the UN Sustainable Development Goals

IFLA is allowed to attend meetings of the United Nations Economic and Social Council (ECOSOC), where it has observer status, while ECOSOC is responsible for the Social Development Goals process at the UN. As an observer, IFLA has had access to the room where the SDGs are discussed, where it has advocated for libraries to be recognised as essential partners in the whole SDG process, especially for access to information for all.

The first goal was to get “libraries” included in the UN SDGs. Although the obvious approach would have been to advocate for the inclusion of the term “libraries”, IFLA’s then Secretary General felt that this would have little success as the goals were not generally designed to be so “sector” specific, while she was also not a fan of counting the number of times the word library was mentioned in a document as a sign of success. The name is not important: what libraries do is (Nicholson 2022). This seems logical, because if one organisation or sector is mentioned, all other organisations and sectors want to be mentioned too.

IFLA’s thus advocacy focused on articulating libraries’ place in the development agenda in a different way. They focused on what libraries do, how they can

contribute and what they can achieve within this agenda, which broadened the scope of libraries' place across the SDGs and was taken up, for example, in several areas of access to information, literacy and information literacy and recognition of the importance of cultural heritage (Nicholson 2022).

Advocacy at the UN is different from what people usually think. It is more about getting involved in the processes and offering help to staff and supporting what is going on. It is about showing practical support and working with them on different issues, helping to organise or helping as a native English speaker. This kind of support gives you a status that helps a lot to highlight the issues of the organisation or the possibility to ask others for support. Also, being nice and friendly is another plus for advocacy at this level. There are examples of people from small organisations having a big impact on an issue because they play this game of advocacy in the UN and support and organise as much as needed (Wyber 2022).

As the SDG 2030 is a plan and not part of the UN Declaration, countries do not have to sign up to it. However, every year the UN will ask for a report from each country on how the plan is being implemented, and libraries can now use actions across the SDGs to strengthen their advocacy with their national government. However, it is not about knocking on the government's door to talk about libraries, or financial support, or new library buildings. Library associations can show how libraries in their country are achieving the SDGs in different areas. They can go to the government and provide evidence to be included in their government's reports to the UN, which opens the door for governments and policymakers to know what libraries can achieve and opens the door for more advocacy for libraries with national decision-makers. (Nicholson 2022).

In 2017, IFLA, together with partners, submitted "access to information" as a sub-goal of SDG 16 to the UN and was successful as the sub-goal was adopted, which is an excellent example of how libraries can be put on the UN agenda (IFLA; Technology and Social Change Group 2017). The conclusion was clear: "The report shows UN Member States, intergovernmental organizations, funders, civil society, and others, that meaningful access to information is not achievable without libraries" (IFLA 2017).

After three years, IFLA members were more engaged, largely as a result of the SDGs. The organisation developed narratives and tools to work with the SDGs, but it was not the same intensive campaign as in 2016 and 2017 (see chapter 16), with IFLA providing concrete, easier ways for members to engage with these processes: "So rather than the extremely broad goal of getting into the national development plan . . . which I think was over-ambitious, because from the country side only half of them have a national development plan . . . and in many countries a five-year plan doesn't work culturally" (Wyber2022), IFLA focused on how to support individual library associations, producing a guide for its members, a month-

by-month guide on how to get involved and how to proactively engage with people. If members asked for advice, IFLA helped them know which ambassador to write to and the right contact in government (Wyber 2022).

Already in 2016, IFLA had analysed all 17 Sustainable Development Goals to promote how libraries can contribute to their achievement. Under the title “Libraries Can Drive Progress Across the Entire UN 2030 Agenda”, IFLA published a document showing how libraries work and support each of the SDGs (IFLA2016b). The following presentation quotes the document in full, as it is an excellent tool for library advocacy in all countries. Compelling examples and additional interpretations are added to show how libraries can use the SDGs for advocacy in many ways.

IFLA has compiled examples and policy arguments from many countries on the Library Map of the World to display success stories of how libraries contribute to all 17 Sustainable Development Goals (IFLA 2021d). The 17 SDGs serve to reframe the variety of services libraries provide to their users, because many politicians and other decision-makers are not aware of these activities, which is one reason why they fail to include libraries in important decisions and programmes of the UN SDGs. This is an important point of advocacy: to refute misconceptions and to develop new, appreciative perspectives on libraries.

It is up to librarians to broaden the image of libraries through successful advocacy. The focus is on empowering librarians and information professionals in their role in society and on presenting arguments that convince politicians to support libraries because they help to improve societal problems. IFLA provides individual examples of advocacy around the UN Sustainable Development Goals to highlight the activities of libraries for their implementation in each country (IFLA 2016a). Library advocacy for the SDGs aims to inform policymakers about the contribution that libraries can make to the realisation of these goals, which will change the fact that library activities are often unknown to policy makers. IFLA invites libraries worldwide to submit success stories for each SDG which will be aligned with the Library Map of the World, with the aim to explain the role of libraries in the different policy areas to gain more support for libraries.

All 17 UN Sustainable Development Goals are presented below in Figure 26 with IFLA’s 2016 library-related comments. It also quotes from “Libraries and the Sustainable Development Goals: A Storytelling Manual (IFLA 2018)”, which emerged from the storytelling activities of the Library Map of the World. All the stories can be read in detail there and will not be repeated here, however, more details are provided for each Sustainable Development Goal, which will help libraries to advocate using the SDGs. All these stories and examples show how libraries are contributing to the UN’s 2030 Agenda, which can be aligned with goals at different political levels in each country over the coming years.

Sustainable Development Goal 1:

End poverty in all its forms everywhere.

Libraries support this goal by providing

- Public access to information and resources that give people opportunities to improve their lives
- Training in new skills needed for education and employment
- Information to support decision-making by governments, civil society, and businesses to combat poverty (IFLA 2016b).

Libraries provide opportunities for people to improve their own lives and support informed decision-making. Mobile libraries make books, services, and internet access available in rural and remote communities, providing opportunities to people that would otherwise be isolated (IFLA 2018, 5).

Examples from the Library Map of the World show activities for students in slums who are motivated to learn through electronic library content, while the promotion of literacy in general is a task for libraries and is presented in a special way with an example of a literacy programme for homeless people. Both activities can be taken up by other libraries around the world and adapted to their specific situation. In many countries, public and academic libraries offer free Internet access to homeless and other disadvantaged people, as the library is a key place for information and participation. Free Internet access for everyone in all libraries and good technological equipment is an absolute necessity and a condition that can help to reduce poverty. In winter, homeless people can find a warm place during the day, where they can further their education. An example from Berlin, which happened years ago in the *Amerika-Gedenkbibliothek* (AGB), is about a homeless alcoholic who came to the library regularly, always with a plastic bag to hide his alcohol, and spent hours reading books about film and acting. In fact, he later got a role as an actor and from then on was able to change his life. When he became more famous, he gratefully told the story of his visits to the library on a talk show. This is a good example of how the free library, which is open to everyone, and the tolerance of the place are enough to help marginalised people find a place where they feel accepted. Social workers, funded by charities or government agencies, could do even more in this area by working closely with libraries and helping to develop this opportunity into a systematic support programme.

For children from poor and crowded homes, all libraries offer opportunities for development that they may not have at home; a quiet place to work or free homework help are the services that support them to cope better with school. Library policy can also require that children and young people not only pay no library card fees, as some municipalities have decided, but also no overdue fines, so that parents do not exclude their children from borrowing media for this rea-

LIBRARIES CAN DRIVE PROGRESS ACROSS THE ENTIRE UN 2030 AGENDA



IFLA
The trusted global voice of the library and information profession (www.ifla.org).

The International Federation of Library Associations and Institutions (IFLA) is a leading international body representing the interests of library and information services and their users.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

<div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> 1 NO POVERTY </div>	<p>END POVERTY IN ALL ITS FORMS EVERYWHERE Libraries support this goal by providing...</p> <ul style="list-style-type: none"> Public access to information and resources that give people opportunities to improve their lives Training in new skills needed for education and employment Information to support decision-making by governments, civil society, and businesses to combat poverty
<div style="background-color: #4caf50; color: white; padding: 10px; text-align: center;"> 2 ZERO HUNGER </div>	<p>END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE Libraries support this goal by providing...</p> <ul style="list-style-type: none"> Agricultural research and data on how to make crops more productive and sustainable Public access for farmers to online resources like local market prices, weather reports, and new equipment
<div style="background-color: #4caf50; color: white; padding: 10px; text-align: center;"> 3 GOOD HEALTH AND WELL-BEING </div>	<p>ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES Libraries support this goal by providing...</p> <ul style="list-style-type: none"> Research available in medical and hospital libraries that supports education and improves medical practice for health care providers Public access to health and wellness information in public libraries that helps individuals and families stay healthy
<div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> 5 GENDER EQUALITY </div>	<p>ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS Libraries support this goal by providing...</p> <ul style="list-style-type: none"> Safe and welcoming meeting spaces Programmes and services designed to meet the needs of women and girls, like rights and health Access to information and ICT that helps women build business skills
<div style="background-color: #e91e63; color: white; padding: 10px; text-align: center;"> 8 DECENT WORK AND ECONOMIC GROWTH </div>	<p>PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL Libraries support this goal by providing...</p> <ul style="list-style-type: none"> Access to information and skills training that people need to find, apply for, and succeed in better jobs

4
QUALITY EDUCATION


ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL
Libraries support this goal by providing...

- Dedicated staff who support early literacy and lifelong learning
- Access to information and research for students everywhere
- Inclusive spaces where cost is not a barrier to new knowledge and skills

6
CLEAN WATER AND SANITATION




ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL
Libraries support these goals by providing...

- Access to quality information and good practices that support local water management and sanitation projects
- Free and reliable access to electricity and light to read, study, and work

7
AFFORDABLE AND CLEAN ENERGY


ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL

Fig. 26: Sustainable Development Goals and Libraries. By IFLA, CC BY 4.0. <https://repository.ifla.org/bitstream/123456789/246/1/sdgs-insert.pdf>

<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>  <p>BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION</p> <p>Libraries support this goal by providing...</p> <ul style="list-style-type: none"> • Widespread existing infrastructure of public and research libraries and skilled library professionals • Welcoming and inclusive public spaces • Access to ICT like high-speed internet that may not be available anywhere else 	<p>10 REDUCED INEQUALITIES</p>  <p>REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES</p> <p>Libraries support this goal by providing...</p> <ul style="list-style-type: none"> • Neutral and welcoming spaces that make learning accessible to all, including marginalized groups like migrants, refugees, minorities, indigenous peoples, and persons with disabilities • Equitable access to information that supports social, political, and economic inclusion
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>  <p>MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE</p> <p>Libraries support this goal by providing...</p> <ul style="list-style-type: none"> • Trusted institutions devoted to promoting cultural inclusion and understanding • Documentation and preservation of cultural heritage for future generations 	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>  <p>ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS</p> <p>TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS</p> <p>CONSERVE AND SUSTAINABLY USE THE OCEANS, SEAS, AND MARINE RESOURCES FOR SUSTAINABLE DEVELOPMENT</p> <p>PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS</p>
<p>16 PEACE AND JUSTICE STRONGER INSTITUTIONS</p>  <p>PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS</p> <p>Libraries support this goal by providing...</p> <ul style="list-style-type: none"> • Public access to information about government, civil society, and other institutions • Training in the skills needed to understand and use this information • Inclusive, politically neutral spaces for people to meet and organise 	<p>13 CLIMATE ACTION</p>  <p>14 LIFE BELOW WATER</p>  <p>15 LIFE ON LAND</p>  <p>Libraries support these goals by providing...</p> <ul style="list-style-type: none"> • Sustainable systems of sharing and circulating materials that reduces waste • Historical records about coastal change and land use • Research and data needed to inform climate change policy • Widespread access to information needed to guide decision making by local and national governments on topics like hunting, fishing, land use, and water management
<p>17 PARTNERSHIPS FOR THE GOALS</p>  <p>STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT</p> <p>Libraries support this goal by providing...</p> <ul style="list-style-type: none"> • Global network of community-based institutions, primed to support local development plans 	

For more information, see: www.ifla.org/libraries-development

Fig. 26 (continued)

son. One model for this is the San Francisco Public Library, which is described as an effective free library in a document on overdue fines (SFPL and The Finance Justice Project (eds.) 2019). Another example is how librarians advise adults who want to further their education but do not have the money for a training course about free courses that can be used in print or online through the library – from language courses to project management. In the context of the first SDG, libraries can not only present their services to their policymakers but also show support for their community. Libraries can make specific requests for support for their targeted services, and funds for poverty alleviation can be used sustainably in their facilities, even more sustainably than in other projects. For this reason, partnerships with institutions that bring professional social skills to the table can be particularly successful for libraries in supporting SDG 1: End Poverty.

Sustainable Development Goal 2:

End hunger, achieve food security and improved nutrition and promote sustainable agriculture. –

Libraries support this goal by providing . . .

- Agricultural research and data on how to make crops more productive and sustainable
- Public access for farmers to online resources like local market prices, weather reports, and new equipment (IFLA 2016b).

Agricultural libraries provide access to research and data on crops, market information, and farming methods that help develop resilient, sustainable produce. Public and community libraries also promote literacy, provide ICT training, access to information in local languages, and a gateway to government services and funding for rural communities, as well as fostering partnerships to support local development (IFLA 2018, 5).

Healthy eating has been the subject of campaigns or exhibitions in many libraries in recent years, which has encouraged the lending of books and eBooks on the subject. Libraries cannot eradicate hunger in this way, but through the information they provide, they can help spread detailed knowledge and possible countermeasures. In addition to the aspects identified by IFLA, the SDG stories include impressive examples from South Africa and Romania of how public libraries are helping farmers with information through internet research, and how this can improve their crops or help them with financial applications. The best yet is a very professional YouTube video about a village library in Ukraine that received equipment, internet access and training through a grant programme in 2003, at a time when free internet was not widely available, especially in rural areas. The librarian worked with local farmers to find better ways to grow their tomatoes, and the best results were adopted. The villagers were also able to get an accurate weather forecast every day via the internet, so their plants did not get too wet. As

a result, a much better harvest and new income quickly developed in this small village and the neighbouring ones while, at the same time, the pride of the children and adults in having the Internet in their library grew. “Librarian + Internet = Better Tomatoes” is the title of the video produced to launch the Bibliomanste Global Libraries programme, sponsored by the Bill & Melinda Gates Foundation (IREX 2009). This may not be such a compelling example for every country, but the essence of the story can also be used as a model for teaching information skills in rural areas, for the urban gardening trend, or for advising refugees who want to set up their own restaurant. The many hurdles can be better overcome from the start with the right information and targeted advice from the library, especially when people are afraid to go to other advice centres. The library can become involved in this goal and find partners to apply for funding for activities related to SDG Goal 2.

Sustainable Development Goal 3:

Ensure healthy lives and promote well-being for all at all ages. –

Libraries support this goal by providing . . .

- Research available in medical and hospital libraries that supports education and improves medical practice for health care providers
- Public access to health and wellness information in public libraries that helps individuals and families stay healthy (IFLA 2016b).

Medical libraries and hospital libraries provide access to medical research that supports improved clinical and public health outcomes. Public access to health information in all libraries help people to make better lifestyle choices and to stay healthy. Public libraries have a key role in providing health information to vulnerable groups such as new immigrants and people experiencing homelessness. Services include accessing reliable health information, developing health literacy skills, providing help in researching and acquiring appropriate health insurance, and organizing and participating in first aid training (IFLA 2018, 5).

IFLA has highlighted the key ways in which academic and public libraries support this Sustainable Development Goal in their day-to-day work. The COVID-19 pandemic shows that reliable and accurate health information has become a political issue, with fake news being spread and scientific studies being rejected and negated. Libraries can be proactive in disseminating reliable information online, providing facts and training people to recognise fake news for themselves. Even if scientific results are sometimes not fully available, it is the role of libraries to explain this situation; librarians’ expertise means that they can quickly make use of available scientific studies to counter fake news. Meanwhile, newspapers and news channels have taken on a role in debunking fake news on health issues. Mutual exchange and dissemination of good practice between academic and public

libraries is essential to avoid having to do all of this twice. Libraries are seen as particularly trustworthy by the public, so a clear stance against fake news is particularly important here. Only in this way can the specific role of libraries, with their ethical stance and efforts to provide the most accurate information possible, be presented to political decision-makers as a special, democracy-building role.

The hospital libraries mentioned by IFLA are libraries for patients, existing alongside the medical special libraries in the hospital and like public libraries. They guarantee the right to information during a hospital stay and distract from the patients' pain through reading, they can restore privacy and stability to the hospital situation. Although patient libraries have now been shown to contribute to the healing process and play a particularly important role during a patient's stay in hospital – “who reads does not ring the bell” for the nurse – they are not recognised in all hospitals (Diehm 2019). As an important partner for Goal 3, new and intensive advocacy for patient libraries can integrate them as a stabilising factor in therapy concepts.

Sustainable Development Goal 4:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Libraries support this goal by providing . . .

- Dedicated staff who support early literacy and lifelong learning
- Access to information and research for students everywhere
- Inclusive spaces where cost is not a barrier to new knowledge and skills (IFLA 2016b).

Libraries are at the heart of schools, universities and colleges in every country around the world. All libraries support literacy programmes, provide a safe space for learning, and support researchers to access, apply and reuse research and data to create new knowledge. Hands-on computer classes, after-school support, and programmes addressing subject areas with high failure rates are just a few examples of how libraries respond to local needs and take action to improve education. Libraries also act as facilitators in their communities, setting up local learning centres to support learning (IFLA 2018, 5).

In fact, the role of libraries in education is generally known and recognised, but there is still a lack of clarity between those responsible for culture and those responsible for education in politics as to “who is responsible for what”. Additionally, if public libraries are assigned to the cultural sector, there is no budget for them in the education sector; this is where advocacy needs to start to get additional funding for school support or other educational programmes. It is also possible to apply to various organisations and foundations for cooperation and funding for projects to overcome illiteracy. In the field of lifelong learning, some city libraries work closely with their adult education centres, but there are also

people who prefer to learn independently with books or e-learning. Learning spaces in the library for homework and lifelong learning are clear demands from the communities which is becoming more common in the context of designing the library as a third place. It is important not only to link libraries to the local educational landscape, but also to highlight the special services that the other institutions cannot provide.

Sustainable Development Goal 5:

Achieve gender equality and empower all women and girls.

Libraries support this goal by providing . . .

- Safe and welcoming meeting spaces
- Programmes and services designed to meet the needs of women and girls, like rights and health
- Access to information and ICT that helps women build business skills (IFLA 2016b).

Libraries offer programmes for women and girls to access information about their rights and health. They also provide ICT and literacy programmes, as well as coding-clubs and entrepreneurship training. Libraries provide a safe environment for women to read or pursue learning, access computers and the internet, undertake technology training, or talk with other women (IFLA 2018, 5).

In their work, women librarians demonstrate women's competence and can act as role models for girls from cultures with a different image of women. Librarians collect literature and information, provide STEM programmes for girls and, in doing so, create a motivating environment and empower girls and women to dare to do things they have not done before. Women's empowerment plays a crucial role in families living in poverty and can significantly improve the well-being of children.

Although many women are employed in the library profession, it is currently more likely for a man to reach a leadership position, especially in academic libraries. In interviews with potential candidates, women still need more encouragement and support in the decision-making process when faced with the question of whether to take up library management positions. The need for more gender equality in library management continues to be in line with the fifth sustainable development goal. Women librarians bring many positive qualities to advocacy, especially patience and persistence, and it is important that they begin to test their advocacy skills in practice. Successful advocacy is no longer necessarily associated with drinking beer together, as it was more than a decade ago; it has more to do with a willingness to engage with others, to participate in associations and networks and to negotiate with decision-makers who think very differently. It is not just about techni-

cal and situational competence, but also about a convincingly positive way of building and maintaining trust and reliable relationships.

Sustainable Development Goal 6:

Ensure availability and sustainable management of water and sanitation for all.

Libraries support these goals by providing . . .

- Access to quality information and good practices that support local water management and sanitation projects (IFLA 2016b).

Libraries provide public access to information on water, energy usage and sanitation. They offer access to research and evidence for policy makers and development organisations, to support the effective allocation of resources to sustainable water infrastructure and sanitation projects (IFLA 2018, 5).

In addition to providing information and supporting research on water and sanitation, libraries can become more involved in the issue. Extending IFLA's approach, libraries, as public institutions, also provide drinking water, energy and sanitation to the public. As a public institution, libraries have toilets that can be used by anyone who enters the library. To meet Goal 6, it should be a matter of course that toilets in libraries are readily available to the public and that the key does not have to be collected from the information desk. A free public toilet outside the library building during closing hours is an additional solution. As the problem of misuse of toilets in libraries is well known but rarely openly discussed, libraries should reconsider their attitude towards it. Specifically, this means that, based on this SDG, the library can request regular cleaning of the visitors' toilets from the relevant authority; the use of a toilet attendant in the AGB in the centre of Berlin-Kreuzberg has been remarkably successful for many years. Advocating for clean toilets is certainly an unusual topic and not widespread, but it could be used to raise public awareness. So far, nowhere on the library's website has it been mentioned that the library has clean toilets, although for many people this is an important criterion for a pleasant stay, as opposed to how the library's other services are praised on the site. For the future of library buildings, it would be a good idea to ask for toilets like those in hotel lounges.

The question of whether drinking water could be made available in libraries is also part of this theme and has already been well resolved in many university libraries around the world. In the light of the Sustainable Development Goals, this should not be a water dispenser with plastic cups, but a drinking water tap, like those found at airports, which can also be used to fill people's own drinking bottles. In academic libraries, fresh water keeps students' heads clear when they are stressed by exams. It is time to make drinking water taps a requirement for all

public libraries. Such a requirement for drinking water is no small matter, as it can keep the administration busy trying to find a good solution. But with sustainability in mind, more could be possible if libraries just try.

Sustainable Development Goal 7:

Ensure access to affordable, reliable, sustainable, and modern energy for all.

Libraries support this goal by providing . . .

- Free and reliable access to electricity and light to read, study and work (IFLA 2016b).

Many public and community libraries around the world represent the only place where people can get reliable access to light and electricity to read, study and apply for a job. Libraries, and library-like rural information centres can provide public-access computers, sometimes powered by solar panels or generators, allowing people to hold meetings, charge devices and access the Internet at night (IFLA 2018, 6).

In winter, the heated library is a place for the homeless and others who need a warm place to stay. In a hot summer, an air-conditioned and cool library is a wonderful place to be. Sockets for charging mobile phones and laptops are now standard in many libraries and should be freely available to anyone who enters the library; these are important points of contact for people who are homeless. In most cases, sockets are now built into the reading tables or are otherwise easily accessible. Some libraries still need to improve this, and it depends on the arguments used to make the case to policymakers.

Libraries can also use their collections and databases to provide neutral advice on energy saving and sustainable energy. But they can only do this if they have a sufficient acquisitions budget to be able to provide the latest information in this rapidly developing area of knowledge needs, which will always remain part of the library's advocacy. Libraries can subscribe to the Green Library concept and demand that their energy supplier provides them with sustainable energy; depending on the orientation of the community or college, the conscious change to a library that supports sustainability in all areas can be a perfect advocacy issue to gain the attention and affection of policy makers in financial matters.

Sustainable Development Goal 8:

Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all.

Libraries support this goal by providing . . .

- Access to information and skills training that people need to find, apply for, and succeed in better jobs (IFLA 2016b).

Public access to ICTs and training at libraries enable people to apply for jobs. People lacking access to a computer or the Internet at home come to the library to find these, as well as skilled library staff who can help them write their CV, send online applications, scan certificates and diplomas, and find the right job. Some libraries offer employment clubs to share tips and resources with other job-seekers in the same area (IFLA 2018, 6).

Many libraries do not have a high-speed Internet connection, which they should obtain in the near future to better support this sustainable development goal. Public libraries support the unemployed and job seekers in many ways. The contribution of libraries can be particularly emphasised in advocacy activities, with a good example coming from Germany. When a large company closed its factory in a town in northern Bavaria in the 1980s, hundreds of people lost their jobs. At the time, the city library received extra funding to improve its collection and services, and to provide training and psychological support for the unemployed, with the library helping them out of the negative situation they were in when they were made redundant. It is an excellent example of advocacy, showing how investing in the library helps to address other community issues that would cost more in the long run. Following this SDG goal, libraries should also promote decent work within their own institution, which applies not only to permanent staff, assistants and volunteers, but also to those who work for companies with which libraries contract. Procurement can ensure that only cleaning companies that pay their staff fairly and treat them well are used, in line with this goal.

Sustainable Development Goal 9:

Build resilient infrastructure, promote sustainable industrialization, and foster innovation.

Libraries support this goal by providing . . .

- Widespread existing infrastructure of public and research libraries and skilled library professionals
- Welcoming and inclusive public spaces
- Access to ICT like high-speed internet that may not be available anywhere else (IFLA 2016b).

Libraries are at the heart of research, technology, innovation, and academic life. They provide access to research infrastructure, data and quality information to foster innovation and competitiveness. Some libraries operate business centres that offer entrepreneurship training as well as legal and financial advice to help entrepreneurs start-up their businesses (IFLA 2018, 6).

Academic libraries in particular offer a wide range of knowledge resources on which to build innovation. One example is the story of a former head of a large chemical company in Berlin who became a professor at the University of Applied Sciences in Wildau. At a very early stage, he developed GPS technology to enable

farmers to apply precisely calculated amounts of fertiliser according to climatic conditions. Although he did not go to the library, he searched the Internet for mathematical calculations and eventually found a dissertation on the Internet provided by the Göttingen University Library that was freely available online. The information and mathematical formulas from this dissertation helped him develop his product, and his company now has branches in Chile; in fact, it was only after some time that he realised that he had found something on the Internet that a university library had provided. This example shows how important it is for academic libraries to put their own theses online so that they can be found, and what this can mean for economic development, both large and small. The library policy commitment to open access supports research and technological development. An equally important role is played by a sufficient budget for the acquisition of databases, which requires further intensive advocating for libraries to make a greater contribution to the Sustainable Development Goal 9.

Sustainable Development Goal 10:

Reduce inequality within and among countries.

Libraries support this goal by providing . . .

- Neutral and welcoming spaces that make learning accessible to all, including marginalized groups like migrants, refugees, minorities, Indigenous peoples, and persons with disabilities
- Equitable access to information that supports social, political, and economic inclusion (IFLA 2016b).

Equitable access to information, freedom of expression, freedom of association and assembly, and privacy are central to individuals' independence. Libraries help to reduce inequality by providing safe, civic spaces open to all, in both urban and rural areas across the world. They foster community engagement and citizen participation through local programmes and partnerships with other civil society organisations and local governments. They are a lifeline to marginalised groups, who may struggle to access information, skills or support elsewhere (IFLA 2018, 6).

Reducing inequality is a task that libraries have in mind in all their services, from children to the elderly. People from all levels of society need support to be able to participate in society on an equal footing. There are many library services that fulfil this aim and are particularly worthy of support. Libraries in many countries help refugees and migrants to settle in their new home, offering language courses, administrative information, books in their native language or events in the library to help them integrate. And for all other library users who are disadvantaged, whether by lack of education, physical or psychological limitations or other characteristics, libraries offer opportunities; libraries know their diverse users and offer support to all. In this way, it can be made clear to policymakers how the work of

libraries contributes to the achievement of SDG 10. Libraries can reduce inequalities between countries within their own profession by supporting IFLA activities. On the one hand, global standards for libraries are being developed and implemented that reduce inequality, and on the other hand, examples such as those in the Library Map of the World show that everyone can learn from everyone else to improve their work.

Sustainable Development Goal 11:

Make cities and human settlements inclusive, safe, resilient, and sustainable.

Libraries support this goal by providing . . .

- Trusted institutions devoted to promoting cultural inclusion and understanding
- Documentation and preservation of cultural heritage for future generations (IFLA 2016b).

Libraries have an essential role in safeguarding and preserving invaluable documentary heritage, in all forms, for future generations. Culture strengthens local communities and supports the inclusive and sustainable development of cities – libraries are at the heart of initiatives to promote this. With targeted services to reach the most vulnerable groups, libraries provide a safe space for older people, offering opportunities to socialise and take part in cultural activities. They are also a welcoming space for immigrants, people experiencing homelessness, and refugees, who sometimes face many of the same challenges (IFLA 2018, 6).

The cultural heritage of settlements and cities is characterised by sustainability, which libraries preserve and make available to revive traditions and learn from history. Libraries provide information and knowledge through exhibitions and events. They preserve knowledge for the future. Libraries are often the only cultural institutions in rural areas and therefore play an important role in the village community. In addition, libraries that see themselves as third places have, or strive to have, a high quality of stay. It is important not only for academic libraries but also for public libraries to have long opening hours, if possible, and not only on weekdays, so that everyone can participate in library activities. The need for more staff to keep libraries open every day is in line with this SDG target.

Sustainable Development Goal 12:

Ensure sustainable consumption and production patterns.

Libraries support these goals by providing . . .

- Sustainable system of sharing and circulating materials that reduces waste (IFLA 2016b).

Libraries are sustainable institutions; they share resources within communities and across borders, to ensure that everyone has access to information. Libraries are the precursors of the new sharing economy, offering all kinds of materials for loan (not only books, music, movies, and all kinds of information resources, but also tools, musical instruments, appliances, and more), thus reducing the carbon footprint and the impact on the environment. Libraries offering access to 3D printers and digital manufacturing skills allow people to develop their own creativity using recycled materials. This helps to raise awareness to sustainable consumption and production (IFLA 2018, 6).

Libraries can also work to ensure that the products they use are sustainable. The sharing economy argument is a good one to use in advocacy, as it makes libraries attractive to policymakers from different parties. As there is currently a broad consensus among young people on this issue, it is also a way of attracting young supporters who are committed to libraries. A good example of sustainability comes from a Toronto library branch that used its 3D printer to help a young man who needed a new buckle for his old backpack. Using the 3D printer, he was able to produce the second buckle, extending the life of his backpack.

Sustainable Development Goal 13:

Take urgent action to combat climate change and its impacts.

Libraries support these goals by providing . . .

- Research and data needed to inform climate change policy (IFLA 2016b).

Libraries play a key role in providing access to reliable data, research and knowledge that supports informed research and public access to information about climate change. They ensure long-term access to environmental data and information for future generations through thorough preservation strategies that outlast the policies of individual governments. School and public libraries help raise awareness among younger generations about the critical and urgent need to protect our environment and to work together to mitigate and adapt to the effects of climate change (IFLA 2018, 7).

This involves taking immediate action to mitigate effects, which means being there for people in crisis situations caused by climate change, such as floods and storms. For example, American librarians were instrumental in helping those affected by Hurricane Katrina in 2005 by providing access to the Internet and supporting communication and information. This demonstrates the responsibility of libraries, especially those with valuable collections, to develop an emergency plan and practice emergency preparedness. Emergency planning guidelines are available from IFLA and other library and archives associations; in this way, collections can be protected in the event of a crisis or, at the very least, rapid rescue measures can be initiated. In the context of Sustainable Development Goal 13, funding can be sought for these precautions and libraries can demonstrate that

they are prepared for climate change. Even more important is to take all measures to reduce CO2 emissions from everything the library is responsible for and to protect the environment around the library building. Some librarians are organised in Librarians for Future activities.

Sustainable Development Goal 14:

Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.

Libraries support these goals by providing . . .

- Widespread access to information needed to guide decision-making by local and national governments on topics like hunting, fishing, land use, and water management (IFLA 2016b).

Libraries support decision-making by preserving and giving access to data and information related to the sustainable use of oceans, seas and other water bodies, appropriate fishing practices, and effective water management (IFLA 2018,7).

In addition to the professional services described above, libraries organise exhibitions on the subject to raise awareness of marine resources. They procure relevant non-fiction books and present this information to professionals and the interested public, and lend novels and films that also deal with the subject in an emotional way for adults and children. In this way, they make people more aware of the situation of the oceans and promote a more conscious use of natural resources.

Sustainable Development Goal 15:

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Libraries support these goals by providing

- historical records about coastal change and land use (IFLA 2016b).

Libraries foster research and help protect the earth's ecosystems by offering open access to biodiversity data and literature. Botanical and forest libraries help raise awareness among younger generations about the need to respect and protect nature (IFLA 2018, 7).

Special libraries provide materials and information in these areas that illustrate the consequences of unsustainable economies and offer examples in their databases of how nature can be managed sustainably, while other libraries inform the general public by providing scientific and accurate data on how to protect the ecosystem. Some libraries in Germany have recently taken up this theme with ex-

hibitions on the forest and on bees. In terms of advocacy, the library can be asked for additional support if there is a referendum to save the bees and other insects, as happened in Bavaria (Roth 2022). It is important to formulate concerns from the Sustainable Development Goals and present them to political decision-makers at the right time.

Sustainable Development Goal 16:

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.

Libraries support this goal by providing . . .

- Public access to information about government, civil society, and other institutions
- Training in the skills needed to understand and use this information
- Inclusive, politically neutral spaces for people to meet and organise (IFLA 2016b).

Libraries are a key source of information for the public. They are also equipped to teach and enable citizens to benefit from this open access. Libraries are a trusted information source, with skilled staff that help individuals, institutions and governments to communicate, organise, structure and use information in a meaningful way to promote development (IFLA 2018, 7).

One of the sub-goals of Goal 16 is Access to Information, which was only included in the sustainability goals after intense direct advocacy by IFLA representatives at the UN Headquarters. Libraries provide access to information for millions of people around the world every day, and now librarians and information professionals can point to the UN Sustainable Development Goal when advocating. Advocating for governments to support this goal by supporting libraries with free, high-speed internet and good acquisition and staffing budgets is one way. Libraries have many opportunities to support this goal by providing access to information, such as legal advice for young people which was regularly available at the youth library in Berlin. A lawyer gave confidential advice to children and young people if they or their friends had problems. They could ask questions and also get direct help by clarifying the legal implications of the problem. This support made it easier for them to access justice.

Accountability is an integral part of all libraries and library associations. Peaceful and inclusive societies need to be led by example. Libraries can claim to be role models here, and hopefully their supporters will see them as such.

Sustainable Development Goal 17:

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Libraries support this goal by providing . . .

- Global network of community-based institutions, primed to support local development plans (IFLA 2016b)

Libraries partner at all levels with local, regional, and national civil society institutions, governments and organizations from private sectors to offer community-based programmes and services that engage and empower citizens, in turn, strengthening societies (IFLA 2018, 7).

By embracing the UN Sustainable Development Goals and demonstrating how they are already contributing to the goals, libraries can make their policy advocacy more successful and convince policymakers. In this way, the role of libraries in society will be strengthened through the implementation of the UN Sustainable Development Goals, with a document on the Sustainable Development Goals and how libraries can use them for advocacy being prepared by IFLA. The SDGs offer many opportunities to build on them and suggest further advocacy activities for libraries. Cardoso (2021) provides a detailed table of what libraries can do in practice to implement the goals and a sustainability calculator to assess how each library is positioned. As the Sustainable Development Goals are to be discussed and implemented in all countries, libraries can benefit from these suggestions and use them in their advocacy activities, while at the same time giving their communities and institutions the opportunity to take steps towards the Sustainable Development Goals through libraries, and thus document their commitment to this UN programme. The plan is for libraries to be integrated into the sustainable development plan at national, regional and local levels. Even if this is not successful in the first run, it should not stop libraries from developing their own approach to the Sustainable Development Goals based on the various templates. They will then be able to present themselves as pioneers of the SDGs in their university or community, which will enhance their advocacy activities. This, in turn, could support library associations' advocacy for the inclusion of libraries in the government's sustainability strategy.

7.3 Summary of Library Advocacy at the International Level

Library advocacy at the international level is primarily carried out by the International Federation of Library Associations and Institutions (IFLA) with the sup-

port of its members. As the representative of libraries and their users, IFLA advocates for exceptions and limitations in international copyright at various UN organisations, in particular at WIPO. IFLA supports the UN 2030 Sustainable Development Goals and has developed a blueprint detailing how libraries can use the SDGs for their own advocacy; these activities will strengthen the role of libraries in society and show their government how libraries can help them achieve the SDGs.

8 Advocacy at the Intergovernmental Level

Many countries belong to a group of countries in different intergovernmental organisations, as shown in the map below (see Figure 27). While advocating for libraries at intergovernmental level has its challenges, many of the intergovernmental organisations deal with issues such as digitisation and copyright that are relevant to libraries; therefore, it might be worthwhile to develop more library advocacy activities at this level. Sometimes national librarians represent library issues at this level. However, NGOs are not always present to represent library interests at intergovernmental level and many intergovernmental associations have a looser structure, with their decisions not as relevant to the countries as in the EU. However, the EU, while having a complicated structure of policy-making, has many issues relevant to libraries and well-organised library advocates. Library advocacy at the level of the European Union and the African Union is presented here in more detail, as it may serve as a model for library associations in other countries.

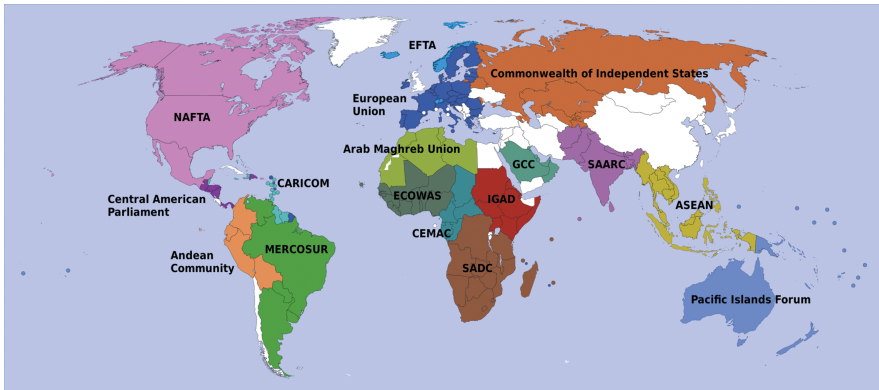


Fig. 27: Intergovernmental Organizations. By Lasunncty, CC BY-SA 4.0, via Wikimedia Commons. https://upload.wikimedia.org/wikipedia/commons/a/a1/Regional_Organizations_Map.svg

8.1 Library Advocacy at the EU Level

The main associations for advocacy at European level are the European Bureau of Library, Information and Documentation Associations (EBLIDA) and the Association of European Research Libraries (LIBER Europe). Both associations have a clear focus on copyright, as EU law must be transposed into national law, and this is directly relevant to libraries in all EU countries; therefore, the interests of li-

libraries and their users should be well represented when advocating in this area. Other advocacy issues include the digitisation strategy, research data and the UN sustainability goals.

EBLIDA is an umbrella organisation of about 126 library associations and libraries from Europe, representing 65,000 public libraries from 32 countries (EBLIDA 2024), with the aim to “advocate for libraries and their work at a European level and support advocacy at the national and local level” (EBLIDA 2022b, 1). According to the current strategy the mission is “to advocate for equitable access to library collections and resources by pursuing a strategy of sustainable copyright” (EBLIDA 2022b, 1). EBLIDA has three Expert Groups: The Expert Group on Information Law (EGIL), the Expert Group on European Libraries and Sustainable Development Implementation and Assessment (ELSIA) and the Expert Group on Library Legislation and Policy in Europe (LIBLEG). All three expert groups work together and exchange information regularly, as well as collaborating with partner institutions and advocating for common goals.

EGIL, the first expert group, is responsible for reviewing all legal issues in the EU that affect libraries and archives in any way and preparing national library associations in the EU for advocacy. EBLIDA members are empowered to approach the European institutions by making suggestions and reports on laws and changes in laws or policies that would improve the legal position of libraries and archives (EBLIDA 2022b). Elsewhere, EGIL group members prepare policy papers on legal issues, such as on data protection in 2016. For some years now, the main topic has been the right to e-reading and key aspects of eBook policy for libraries in Europe, such as Principles of Access to eBooks by Libraries. The current Strategic Plan 2022–2025 focuses on the action point “Advocating for a copyright regime where e-lending rules are applied at the national level to the advantage of libraries and related institutions. This is what EBLIDA terms sustainable copyright” (EBLIDA 2022b, 4).

LIBLEG is a new EBLIDA expert group tasked with revising the 2000 Council of Europe-EBLIDA Guidelines for library legislation and policy in Europe, with a first draft for the organisation already published. The experts in the organisation evaluate new developments in library legislation in Europe to identify good practices and make new proposals (EBLIDA 2022a, 3).

ELSIA is the expert group focusing on the Sustainable Development Goals and their implementation in European libraries, as the EU 2030 Agenda for Sustainable Development differs slightly from the UN in terms of goals, indicators and implementation of the EU project. As the EU applies the UN Sustainable Development Goals by strengthening its funding programme for 2021–2024, an EBLIDA SDG matrix has been developed by matching each goal with European

funding opportunities accordingly (EBLIDA 2020a). EBLIDA advises European libraries on how to apply the goals and integrate them into EU funding applications, and has published a report detailing which European funds can be used for each Sustainable Development Goal, a document that is extremely useful for libraries across Europe (EBLIDA 2020b). It is an important part of European advocacy to influence and interpret EU funding programmes at an early stage so that libraries can benefit from these funds.

An additional point for EBLIDA in advocating for libraries is how to measure the benefits that libraries bring to society and how the Sustainable Development Goals are implemented by European libraries. As many analyses and evaluations in the EU are based on purely statistical figures and monetary assessments, the role of libraries in EU programmes can be strengthened with measurable impact. For this reason, EBLIDA has set up the European Libraries and Sustainable Assessment (ELSA) working group on libraries and the 17 SDGs, with a particular focus on researching the impact of libraries in this context:

This is the scope of the work undertaken by the EBLIDA/ELSA (European Libraries and Sustainable Assessment) Working Group, which started in October 2019 with the following mandate: To establish proper methodologies for the assessment of library performance in the social and economic field, and to current collection-oriented quantitative library measurement, to advocate for libraries at European level by measuring the impact of libraries on society as a whole and link this impact to socio-economic indicators of a more general nature, such as Eurostat-based SDG Indicators, to disseminate Working Group ELSA's results through awareness, evaluation and training activities (ELSA 2020, 4).

The second point is particularly relevant, as the advocacy work for libraries at European level will be supported by aligning the measurement of library impact with the EU's SDG indicators. ELSA hopes that with this change of perspective on the SDGs, individual library projects will become role models and isolated statistical figures will become indicators for the SDGs. This method should help to convince politicians and administrative decision-makers of the relevance of libraries for the Sustainable Development Goals (ELSA 2020, 5). The usefulness of libraries can be measured by what they mean for the lives and concrete development of individuals, but this means telling success stories, which is not convincing for all politicians. It is better to provide additional measurable results: not just statistics, but results that can be compared to other numbers and, if possible, put a monetary value on them, to obtain a real measurement of the impact of libraries. However, the result should be integrated into human success stories. In this way, politicians and administrators could be persuaded to support libraries. The ELSA study cited some examples from European countries related to the SDGs, with an example from Romania showing that information from public libraries saved

116,000 farmers \$1.25 million and 230,000 working days and raised more than \$200 million in grants. In France, public libraries have demonstrated that they attract 33 times more visitors than the most famous football stadium in the region (ELSA 2020, 13–14).

ELSA also states that there are two benefits to libraries linking their activities to the UN Sustainable Development Goals and the EU Agenda 2030. The first is political, with the concept of a social library and as a sustainable organisation. The second is economic, as the library not only presents statistics that measure media use, but also counts their number of groups and activities, as well as the time librarians spend on services for schools or SMEs (ELSA 2020, 11). If libraries use the SDGs and combine them with research on the impact of their activities, then library activities relevant to policy will be highlighted. By doing this in a language that governments at all levels understand, libraries can strengthen their dialogue and advocacy with all decision-makers and show that their strategy is inclusive of government priorities. Statistics can effectively support advocacy if the data are presented clearly and convincingly (ELSA 2020, 11) (see chapter 17.10).

As the voice of research libraries in Europe, LIBER Europe supports and advocates on behalf of university, national and special libraries and their users, representing over 420 research libraries in 40 European countries. LIBER's Copyright Working Group leads the advocacy work with policymakers for improvements in European copyright law, particularly the new European Copyright Directive. Through relationships with key decision-makers, LIBER lobbies in Brussels and regularly responds to proposals from the EU Commission. Under the heading "Advocacy for Copyright Revisions & TDM Exception", a list of resources on their website gives an overview of their regular activities on copyright legislation. They also advocate on open access and open science in Europe and other issues relevant to research libraries in the European Union (LIBER 2020).

IFLA has been involved in advocacy for a new copyright reform in the European Union. Together with EBLIDA and LIBER, IFLA advocated to get library-related positions on the agenda, and now is working with the Parliament and with countries to get a better outcome for libraries in the EU Copyright Directive. The first step is to get the acceptance on the EU stage that something needs to be done, because the first reaction of most politicians is that the last thing they want is a new legislative process, because they know how difficult that is (Wyber 2022); many preferred a non-regulatory solution in copyright, which is quite common, especially in developed countries. In some countries there was a hard process: they froze the copyright legislation, and it was never implemented. So, at the EU level, there have been efforts for years to put it on the agenda and there have been other efforts to sign memoranda of understanding to find non-regulatory

ways of doing things. It was finally accepted that the legislation was needed, and it was put on the EU agenda (Wyber 2022).

Reading about EU lobbying in detail, it is amazing how IFLA, together with the other library and information organisations, is able to survive and even influence something in the EU. In 2015 more than 138.000 lobbyists were counted in Brussels (Levitt, Bryceson and van Mierlo 2017), and library organisations have played the advocacy game that you have to play in the city. As Wyber explains, if you want to be taken seriously, you cannot turn up at the last minute and demand to be heard. There are processes full of people based in Brussels whose job it is to follow what is going on, whose job it is to respond to consultations and go to events to advocate. And in order to be taken seriously as a contributor, if the Commission is following the process, you have to follow the process. There is a good consultative effort that involves IFLA to some extent, with EBLIDA and LIBER revealing what is going on in Brussels. IFLA can thus be active and show that it believes in the system, meaning the EU Commission knows that this is a group that is willing to work within its parameters (Wyber 2022).

The library sector produced examples where copyright was not working well, showing that there was a lack of detail, a lack of modernisation and what kind of regulation was needed. This was an advocacy win, and the library sector benefited from having and building relationships with some people in Parliament; it was important to have friends on the inside, scattered across a few committees. It helps a lot in advocacy when knowing where to go and who to talk to. IFLA and other library advocates knew the ins and outs of Brussels quite well (Wyber 2022).

Because the rights holders were relatively distracted by other parts of the copyright directive in the EU that had to do with Google, a risk for libraries was being aligned with Google, and they had to work hard to avoid that. So, some of the least helpful people, who never supported a balanced copyright, changed because they understood that they had to be nice to libraries to get them on their side against Google. The publishers' hatred of Google was pathological, but sometimes the publishers and the collecting societies were also angry at libraries. Wyber calls it a "Punch & Judy show" because there is a kind of playbook that opponents of copyright exceptions follow; the first is that they are on the side of authors, the second is that they call libraries pirates, or that libraries and pirates are the same thing, the third is that they proclaim the end of the publishing world, as they always do, and the fourth is that they become increasingly hysterical, with the last that they threaten libraries with lawsuits (Wyber 2022).

As Wyber recalls, there was an organisation that talked to publishers and tried to bring libraries and publishers together. So, the library representatives talked to the publishers and the organisation tried to encourage a degree of consensus. Then

there was less resistance because there was no excuse for misinterpreting things or saying that what the libraries were asking for was more than it was. In this way, the two different groups built some relationships and understanding, so that libraries were trusted and IFLA could make it clear that librarians and information professionals were reasonable. They were thus able to assert that libraries do not put everything online for free and do things in a controlled way. There has been some development in EU copyright, but an area where there has been no progress is eBooks in libraries. One reason is that the rights holders opposed the issue, and the other was that the EU Commission had an excuse because there was an ongoing case in the Court of Justice. In the end, the result was reasonable as there were exceptions in the directive and other good aspects, but important areas such as education were still missing (Wyber 2022).

LIBER Europe has been working intensively on European copyright law and has organised a number of activities, while also holding conferences and inviting copyright MEPs to Brussels to give them a platform. Coordinated letters have been drafted together with EBLIDA and supported by as many as possible at national level in order to be effective. Discussions with publishers to find solutions were also part of the advocacy work. The LIBER Strategy 2018–2022 describes a vision for academic libraries in Europe; the cultural heritage of tomorrow is built on today's digital information (LIBER 2017, 6). A new strategy 2023–2027 has been developed “in consultation with international partner organisations and has been discussed with a wide range of LIBER libraries” (LIBER 2022). For research libraries in Europe, LIBER has developed the following five interrelated components:

- Making Research Libraries as Engaged and Trusted Hubs,
- Research Libraries as Providers of State-of-the-art Services,
- Research Libraries as Leaders for Advancing Open Science,
- Upskilling the Library Workforce,
- Upholding Rights and Values (LIBER 2022).

Advocacy is an important tool for LIBER to achieve the goals of university libraries in the areas of copyright, open access and research metrics. They are now also advocating for fair research data, open science policies and open access to educational resources.

Another important collaboration in advocacy at the European level is reflected in the “Library Manifesto for Europe” of 2019, which IFLA, EBLIDA, Public Library 2030, LIBER and SPARC Europe co-sponsored (IFLA 2019). SPARC stands for the Scholarly Publishing and Academic Resources Coalition, a group that is a strong advocate for open access, not only at the EU level.

Key points from the “Library Manifesto for Europe” are listed here as arguments in favour of libraries, which can be used very well in other contexts at all political levels:

Libraries matter for Europe:

- libraries are key venues for learning and civic engagement,
- libraries are windows for all to culture and heritage,
- libraries are drivers of research and innovation,
- libraries guarantee that everyone, at any time in their lives, is able to learn, read, and develop,
- libraries are at the heart of culture, science and innovation,
- libraries deliver the UN Sustainable Development Goals,
- libraries promote access to information,
- libraries support developing digital skills and media and information literacy,
- everyone should be able to access the information they need to improve their lives (IFLA 2019).

With this vision of the role of libraries, the group calls on the EU to ensure that legislation and funding programmes are designed in such a way that libraries can participate and are supported in their role as information literacy providers. The partners also call on Europe to support open science and open access, to promote the digitisation of library collections and to implement copyright rules, orphan works and the Marrakesh Treaty in a way that enables libraries to better fulfil their role. The EU should support the UN SDGs and in particular the goal of “access to information for all” by involving and promoting libraries, and should play a more constructive role in the discussion on exceptions and limitations to copyright at WIPO in order to enable access to information around the world (IFLA 2019). This genuine link between the role of libraries in society and the concrete demands for copyright can be taken as an example for advocacy at EU level. On such a basis, both decision-makers in the relevant EU Commissions and Members of the EU Parliament are addressed. The European associations use their member associations and call on them to address these demands to their national MEPs and to persuade them to support the necessary changes in copyright law for libraries. The arguments and demands on copyright, especially on electronic media and content, on digitised materials and on cross-border access, can be studied in detail in the EBLIDA papers (EBLIDA 2021a, b).

8.2 Library Advocacy at the ASEAN Level

The Association of Southeast Asian Nations (ASEAN) is an intergovernmental organisation that began with economic and political cooperation but has expanded to include culture. The national libraries of ASEAN are represented in the ASEAN

Committee on Culture and Information (COCI), which is responsible for formulating, implementing and reviewing culture and information projects for funding by the ASEAN Cultural Fund (ACF). “The ASEAN Digital Library is a regional project to aggregate and connect the digitized resources of National Libraries in the ASEAN region, so that these repositories can be accessed through a single search facility” (NLB 2016). As a result of successful advocacy, the ASEAN Digital Library provides access to the digitised collections of ASEAN countries. Books, papers and manuscripts, maps, photographs, paintings and drawings, audio and video recordings, ephemera and newspapers are included in the database to highlight the common culture of these Southeast Asian states.

8.3 Library Advocacy at the Level of the African Union

The African Union is an intergovernmental organisation established in 2002 as the successor to the Organisation of African Unity (OAU). It is active in all fields but has a special focus on telecommunications and ICT, and has its own special library. There are many library advocacy initiatives in Africa at this intergovernmental level. In 2019, at a conference of ministers responsible for library services from 28 African countries, the Accra Declaration was launched with the aim to “scale up advocacy for the inclusion of libraries in our countries’ development planning process” (Accra Declaration 2019). OAU asked that the African Union monitor this decision and invited them to a future meeting. The success story of the Zimbabwe Library Association in later meeting their government at the AU meeting on the Social Development Goals (see chapter 9.4) shows the importance of these intergovernmental organisations now and in the future. The African Library and Information Associations and Institutions (AfLIA) advocate by publishing statements of demands to policymakers and the African Union. One example is AfLIA’s Statement on Freedom of Access to Information and Freedom of Expression:

AfLIA encourages all African governments without the Right to Information Law to take urgent steps to do so in line with Article 16 of the United Nations Universal Declaration of Human Rights and Section IV of the African Commission on Human and People’s Rights Declaration of Principles on Freedom of Expression in Africa (AfLIA 2020).

In 2021, AfLIA published a statement in support of the African Union’s Digital Transformation Strategy, advocating for the strengthening of the role of libraries in supporting this transformation by providing their services such as literacy, ICT skills and local knowledge to communities. African Union countries are encouraged to support the inclusion of technology in African libraries, such as ICT facilities and free internet (AfLIA 2021a). AfLIA opposed the concept of a “public

lending right” (PLR), which would require a fee to be paid for material that libraries lend out from their collections, which it sees as a threat to free and equitable access to information. In Africa, PLR is a new concept, and to date, “no country is obliged to introduce PLR under international treaties or conventions” (AFLIA 2021b).

8.4 Summary of Intergovernmental Library Advocacy

With EBLIDA and LIBER, European libraries have strong representations at European level that monitor European legislation affecting libraries and organise excellent advocacy for library-friendly copyright. They mobilise their members to support the European advocacy work in a fast and targeted way by contacting MEPs in their home countries directly. AFLIA advocates at the African Union with a focus on ICT for libraries, akin to other intergovernmental organisations where libraries and library associations advocate for digital library cooperation and library development in their region of the world.

9 Library Advocacy at National and Regional Level

The purpose of this chapter is to shed some light on library advocacy at the national and regional levels, where policy-making has its own rules. As it will not be possible to discuss all countries and not even all types of government (see chapter 3.3.1) in their way of policymaking, this chapter will highlight the limited framework of library advocacy at the national level and outline some advocacy approaches. “The democratic nature of actual states and communities is inevitably a matter of degree” (Lagerspetz 2014), as is the nature of the state in non-democratic, authoritarian states where librarians seek to assert their interests and those of their users. In addition to national activities, some examples of regional political decision-making levels are added, as in some countries these levels play a more prominent role in library development.

9.1 Political Decision-Making and Issues for Library Advocacy at National Level

In a parliamentary democracy, the parliament plays a crucial role in legislation and many other aspects that affect libraries, but also in a presidential form of government. For all legal matters affecting libraries, from a library law to copyright, the parliament is the decision-making body. In non-democratic, authoritarian states, there may be a representative body of elected or appointed politicians to make decisions by acclamation, however, all laws are prepared in commissions or working groups and a relevant ministry is involved at every stage. Figure 28 below provides an overview of policy making at the national level in many countries.

Structure for Policy Making at National Level

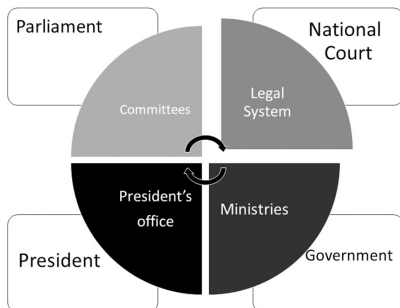


Fig. 28: Structure for Policy Making at National Level. By Claudia Lux.

The work of the members of parliament or the representative body and the discussions in the committees mark the important decision-making levels. Elected members of parliament vote on legislation for their parties and support government policy through majority decisions. However, in democracies and even in some authoritarian states, parliamentarians or representatives have various opportunities to make recommendations before the vote. In most countries, the government tries to make a balanced decision to get broad support from different groups in society.

Ministries and commissions invite representatives of groups to explain their proposals and gain support. However, libraries are not often on the agenda. Therefore, library associations need to be proactive and build relationships with decision-makers and ministerial staff early on to prepare for these decisions. The normal business of the parliament takes place in the various committees and subcommittees, and again this varies from country to country. Library associations need to monitor these developments so as not to miss planned decisions, laws and regulations that directly affect libraries. This is particularly the case with copyright and some other cultural and educational issues. Consultations take place before legislation is passed in almost all countries, and library associations need to be taken into account, which will only happen if they are in regular contact with policymakers. No one will invite libraries without a strong and active library association or at least a strong national librarian asking for an invitation. Advocating around these committees needs to be extended to the relevant and concerned ministries. The standing committees relevant to libraries and some subcommittees, which should be regularly monitored by library associations, deal with issues such as:

- culture/media
- education/research/technology
- law/consumer protection
- digital agenda
- urban development and municipalities
- SDG topics
- construction, housing

There may be other issues in some countries, and this is also an important task to find out if there are any laws or regulations in preparation that have an impact on libraries. Part of the monitoring process is to be informed when relevant issues are being discussed and decided at an intergovernmental level, such as the EU.

Early coordination with library associations at intergovernmental level is necessary for library related issues such as copyright and digital rights. Again, li-

libraries could be included in the strategies of all countries as places accessible to all with internet access, while restrictive measures can be countered by close contacts with influential politicians and key net policy organisations. For committees on education, the successful role of libraries in information literacy is on the agenda. A committee on national research is also crucial for the participation of academic libraries in the discussion on the direction of research data infrastructures. Another example of possible topics for library advocacy is a political discussion for an urban development strategy, as city libraries can be positioned as frequency generators and a third place in central city districts. For advocacy in all these aspects, library associations need different partners with whom to align themselves.

There are good examples of successful advocating of parliament. In the early 1990s, a member of parliament in Finland mentioned in a speech that public library services should be paid for, which the Finnish Library Association immediately condemned. There is a library law in Finland that says that library services are free, and this should not be changed, and the association started a petition to the parliament, collecting half a million signatures against the idea, while all newspapers wrote articles about charging for library services. Since then, no one has mentioned library fees in parliament (Haavisto 2022). As the library situation in Finland is well developed and there has been a library law for a long time, the situation for libraries in Finland is often seen as perfect, but the reality is different. “Some people say that in Finland there is no need for advocacy for libraries. This is not true, for libraries one has to advocate everywhere” (Haavisto 2022).

Only in a few countries are libraries on the national political agenda. Objectively speaking, it is usually the case today that libraries are not mentioned at all, nor are they on the agenda of any national political committee or ministry. Library advocacy needs to fundamentally change this situation. However, it is also clear that libraries can be considered in many policy areas (see chapter 6). When advocating, it is always important to check whether the challenges can be dealt with at national level or whether they are more a matter for regional or local decision-making. The initiatives of library associations, which have good contacts with politicians in political parties, in parliament and in some ministries to promote advocacy for libraries, should be emphasised.

9.2 Opportunities for National Advocacy – an Example from Germany

The following example from Germany is not universal but shows how libraries can make an impression on committees and get their issues on the agenda. In the German parliament, a rare way of preparing recommendations is to convene a

study commission or Enquete Commission, which is set up to thoroughly analyse, discuss and make recommendations on a broad topic that is currently important for society. The study commission is set up by a decision of the German Bundestag and all parties are proportionally represented, with an equal number of experts proposed by the parties invited to take part in the discussion. In this way, the parliamentarians develop bills or recommendations to the government on an informed basis, with MPs asserting that a study commission gives them time to think through issues thoroughly, which is not always possible in the hectic day-to-day work of a committee. A study commission also offers lobbyists many opportunities to influence the various hearings and to contact the various experts. In the last ten years, there have been two Enquete Commissions of particular relevance to libraries, one on “Culture in Germany” (2003–2007) and one on “The Internet and Digital Society” (2010–2013), in which library associations were able to participate. As associations, they are recognised by the government as representing the interests of librarians and library users. In addition, some librarians are selected through personal connections to the party members of the Enquete Commission.

The Enquete Commission on Culture in Germany has looked at many aspects of culture, including libraries as part of the cultural field of literature. The German Library Association and representatives of other library associations and libraries were thus invited to a hearing, with the feedback from the hearing incredibly positive. What was special about the success of the library association in spring 2005? It was the most unified statement of all the cultural sectors. This was also confirmed by other members of the Enquete Commission. In its report, the Study Commission stated that libraries need to be given more recognition and mentioned the important role that libraries play in society. In the recommendations for action in the chapter “Public Libraries”, the final report recommended the following five points:

1. To regulate the tasks and financing of public libraries in library laws and thereby make public libraries a compulsory task.
2. Create a library development plan.
3. Consider establishing a library development agency.
4. Integrating libraries into educational concepts and assigning them to educational institutions in terms of budget.
5. Set up a funding program for the physical rescue and digitization of written cultural assets threatened with decay (Deutscher Bundestag 2007, 132).

More than 15 years later, library laws or regulations have been passed in eight of the 16 German Länder, but public libraries are not compulsory anywhere. Library development plans exist in several states, and the Library Competence Network at the German Library Association, while not yet a library development agency,

has many elements of such an agency, especially through the allocation of funds for all libraries. In addition, the integration of libraries into educational concepts and their allocation to educational institutions for budgetary purposes has only occurred in individual cases at the municipal level. However, the funding programme for the physical rescue and digitisation of written cultural heritage in danger of decay has been set up in an institution called the Coordination Centre for the Preservation of Written Cultural Heritage, *Koordinierungsstelle für die Erhaltung des schriftlichen Kulturguts* (KEK 2021). Although only the fifth point, the KEK has been fully implemented, and thus the result of the study commission for libraries is considered to be extremely successful according to the spokesperson for the German Cultural Council, who attended the meeting of experts.

With this success comes the question of how to prepare such advocacy on a common basis for libraries in the study commission. Here is a brief synopsis of how the advocacy for libraries in “Culture in Germany” proceeded:

1. The basis for advocacy was laid with the information that such a study commission on culture had been set up, which was followed by direct contact with members of the Enquete Commission and appointments for meetings. Previous acquaintance through other cultural bodies or contacts with members of different parties played a role, and the chairwoman of the German Library Association and other board members of the library associations contacted members of the Enquete Commission from different parties, then holding discussions and providing information about the situation to find out if and when libraries should be consulted. But relationships were also formed in the other direction. As members of the commission were keen to have specific information and to know more than their rivals from the other parties, they tried to find out what libraries needed. One member actively contacted the library association, while other commissioners contacted the public library in their constituency and asked about the current situation. By providing information through the association, the main demands could be disseminated widely and at an early stage.

2. The questionnaire sent by the study commission before the hearing was answered in consultation with the other members of the German Library Association Board, each representing a specific group of libraries. The questionnaire completed by the German Library Association was then sent to all those who were now known to be invited to the hearing, so that they could compare their answers with it or copy the association’s answers. Some of them were members of the German Library Association, and it was agreed with them who would speak on which issues; they were asked to talk about certain priorities of the library association in addition to their own points. An hour before the hearing, a meeting was organised

on the spot to which everyone was invited and asked whether they agreed in principle with the answers the German Library Association has given, or at least could tolerate them, and were asked not to speak openly against them. The demands of the German Library Association were again justified and those who had a different opinion on one point or another were asked not to express this in a confrontational way. Of course, not all those invited came to this preparatory meeting, because some experts had been specially invited by their representative and did not want to be monopolised by the German Library Association. Nevertheless, these experts were contacted shortly before the meeting and asked to support a common approach. During the committee hearing, care was taken to ensure that everyone had enough time to present their points of view and that the chairwoman of the German Library Association took a step back and did not dictate the discussion.

3. Immediately after the hearing, two MPs approached the library experts and congratulated them on their clear and consistent testimony. Later they said that other experts had attacked and argued with each other and that everyone wanted to stand out, however, the MPs could not do anything about it. Only if the invited representatives were of the same opinion would the study commission continue to deal with these points and formulate final recommendations.

4. In the months following the hearing, further individual contacts were made with various members of the committee, and the concept paper "Bibliothek 2007" (Library 2007), which emphasised the role of libraries in education, was again sent to all members. This booklet was distributed to all members of parliament at federal and state level, but the early elections in 2005 brought new members to the Enquete Commission, including a member of the German Library Association's advisory board. This was important evidence of the importance of such links with individual MPs.

5. Following the publication of the final report, members of the inquiry published reports on the findings in various library journals. In one commentary, a member of parliament summarised the successes for libraries very positively (Kurth 2009). The German Cultural Council also published articles by individual commission members on the various parts of the Study Commission's report, several of which focused on libraries (Deutscher Bundestag 2007).

Although this description of advocacy is very brief, the most important conclusion for advocacy at national level is to make personal contacts and to have a consistent positive image; this, together with good arguments, is the basis for success, and it has become abundantly clear that this can be ideally prepared by the library association.

Based on this experience, library participation in the subsequent Enquiry Commission on the Internet and the Digital Society also went very well. Through the contacts made during the first Enquiry Commission, various members of parliament were informed by their colleagues about the importance of the Internet for libraries and how it affected their services. Library associations had already been invited to some of the parties' preparatory meetings, on which basis participation in some of the hearings could be secured. With the new brochure "Media and information literacy – always with libraries and information institutions", which will be distributed to all members of parliament, the BID tried to emphasise the important role of libraries in this area (BID 2011). Several heads of libraries and their associations were consulted as experts, with the representative of the Legal Commission of the German Library Association reporting some successes for libraries in the Enquete Commission. "Libraries were a topic in the project groups 'Education and Research', 'Democracy and State', 'Culture, Media and Public Relations', 'Media Literacy' and 'Copyright'" (Upmeier 2013). The challenges for libraries in relation to copyright can also be presented, and libraries were mentioned 13 times in this report. Even more often in "Education and Research", it is mentioned that school and university libraries should be able to acquire more digital media and that electronic media should be offered like other media (Upmeier 2013).

It has been shown that library associations can influence committees such as study commissions through selected members, with a basis created for being heard in other parliamentary bodies and ministries. Again, what is important for democracies is even more important for non-democratic countries: advocacy for libraries will only work if personal contacts with decision-makers can be established, and they must be kept alive over a longer period of time.

Finally, there was a new aspect: in 2012, the hearings of the Enquete Commission "Internet and Digital Society" were broadcast online for the first time, and citizens were able to comment on them. The representative of the German Library Association found this remarkably interesting from a library policy point of view; for him, it was a change in classic advocacy, away from political advice via associations towards more direct citizen participation (Upmeier 2013). With such a development, the activation of members of associations, friends and users of libraries has and will become much more important in the future (see chapter 14).

9.3 Library Advocacy and the Head of State

In 2010, the Lithuanian Library Association did not believe in their power and complained that neither politicians nor sponsors supported their cause. After an intensive BSLA training in 2011, the Lithuanian Library Association became highly

successful in advocacy and approached the President of Lithuania, not only as a patron of Library Week, but also as a strong advocate for the country's libraries (Jaskūnienė and Samavičienė 2012), with the leading librarians able to meet her in person and get more support for libraries. In 2016, as the patron of the Year of Libraries, the President of Lithuania thanked the librarians for their passion for books and library visitors and presented them with individual diplomas of recognition, while the Chair of the Culture Committee of the Lithuanian Parliament, the Seimas, noted that culture would be one of the top priorities of the new government programme and the activities of the Seimas (Martynas Mažvydas National Library of Lithuania 2016). All events with the President are published in the press, and the Lithuanian Library Association has developed new public relations that can be used to further put libraries on the agenda. It is excellent when the high-level meeting is followed by discussions at the political decision-making level, and laws and regulations for libraries are under way. Today, the list of the Ministry of Culture shows all the Ministry's responsibilities towards libraries, such as with the Strategic Directions of Library Development 2016–2022 (Ministry of Culture of the Republic of Lithuania 2021).

How do you get to the President's office? The best way is through a personal contact. Not everyone can be as lucky as some members of the Malaysian Library Association years ago who were married to senior politicians and were able to lobby for library issues every day at home – with great success for the support of libraries in Malaysia. But very often the National Library of a country may have a connection with the President's office. If this is not the case, or not possible at the moment, there are many more options, with examples on various American websites on “how to write a letter to the president”, which can be used in many countries, if the different human culture of addressing people is carefully considered. One of the best explanations is written by Jasper, a US advocacy expert, who explains the formal aspects as well as each paragraph of the letter (Jasper 2021). To summarise, the most important formal aspect is to write the same letter in different ways, by e-mail, by post (see chapter 17.18), by person and through the relevant ministry, and to understand that a president will not see the letter as all letters are processed by staff in a database. In terms of content, Jasper talks about the “ask”, the topic the president is being asked to address, which is written immediately after a brief introduction of the letter's signatories. In some countries this may need to be more tactful and not so direct. In the following paragraph, the letter writer must explain why the President needs to do something for libraries, using examples, stories or scientific quotes. At the end of the letter there is a summary and a thank you, followed by the typical phrases and signatures. It is important that there is only one “ask” and that the letter is kept to one page (Jasper 2021).

In Germany, librarians met the Federal President in 2007. Loose contact with the Office of the Federal President developed into a first detailed discussion between the then Chairwoman of the German Library Association and a civil servant who organised a so-called Culture Breakfast for the then Federal President Horst Köhler. This time the topic was libraries (Lülfing 2007), with representatives of all library associations and types of libraries, from former East and West Germany, from voluntary public libraries to large academic libraries, quickly appointed. One characteristic was particularly important for all: the librarians were to present their work positively, with commitment and point out shortcomings, but not complain or be reproachful. On the day, the President was impressed by the librarians' commitment and, after listening, immediately asked if there were any problems and then promised to support the libraries. As the President had no direct executive influence in Germany, the librarians asked him to include libraries in his programme of visits whenever possible, to show more appreciation for their work. Two places were suggested: Weimar, to see the Duchess Anna Amalia Library reopen after a fire, and Brilon, to see for himself the children's library work of the Brilon Municipal Library. The President kept his promise to visit these two libraries within a year; in February 2008, he visited the reading promotion activities, the summer reading club and the book babies for children in Brilon, an extraordinary event for the small library and an endorsement of its educational role in the town.

A few months earlier, on the occasion of the reopening of the Herzogin-Anna-Amalia Library in Weimar, the President gave a remarkable speech for libraries and librarians (Köhler 2007). As is sometimes the case, the President's Office asked for input for the speech in order to present the situation of libraries correctly. The speech mentioned all the main advocacy issues, from information literacy to the lack of a library law. The paeans to librarians in the President's speech, however, were all penned by the President himself, with the speech immediately encouraging the then Minister President of Thuringia to initiate the first modern library law in Germany. In this respect, the librarians' breakfast meeting with the President was highly effective politically.

One thing is clear about advocating at this level: a friendly breakfast meeting can win an influential partner for the good cause of libraries by the way librarians present their own situation, namely positively and with strong commitment. Library associations must take two steps: first, they must contact the right person in the office, who has to be convinced that libraries have more to offer the president; and second, they must get to the president and present a convincing case together. This example shows that, with a few exceptions, lawsuits and complaints have no place in library advocacy; they are secondary. The most important attitude is a professional, enthusiastic and committed presentation of the

library's activities and services to society in order to build a positive relationship with the president. This will build trust so that the President's commitment to libraries will have a positive impact and be recognised by the community.

Another point to mention is that librarians who advocate on behalf of the library association at a high political level should be aware that their own library is well positioned in the profession and in the association. This increases their credibility (Tise 2022).

Especially in smaller countries it is not so difficult to reach royal families, presidents, chancellors or ministers to support libraries if libraries or library associations offer a public platform. It is always nice for politicians to be seen with children reading or with students studying in a library. When a president or minister supports an event, the news agencies and television are there, which is extremely helpful for the library cause. However, most presidents or chancellors are only in office for a certain period and are often unable to follow up on what librarians and information professionals are asking for. After an election or a change of government a new person comes in and it is a new challenge for the library association to reach out to the top again. Therefore, a stable contact with the middle level administrators who remain in their offices is the best guarantee of success.

9.4 Library Advocacy and the National Level of Administration

While the President and other political leaders represent a very abstract level of policy-making, in relation to ministries there are many opportunities for registered associations and their representatives to make contacts and inform ministries of what libraries need. It is sometimes possible to get greetings or welcome speeches from different levels of government at library conferences, however, it is certainly much harder to persuade ministers of a sitting government to commit themselves to libraries than it is to persuade a president, because they must be even more careful about the responsibilities between ministries and sometimes even between regional and local governments. They can therefore only act in their own clearly defined policy areas. The first step in library advocacy is to understand the different responsibilities of different ministries and how to align library needs. Even within a ministry, a department can only work on an issue for which it is responsible and must coordinate with other departments or ministries on any issue under its influence, which can be very bureaucratic if no ministry wants to take responsibility for an issue. The library association needs to be aware of this division of political power, including aspects of the minister's political party or ethical background. As is so often the case, libraries' areas of activity are divided between different ministries or departments, so the interests of li-

libraries must and can be represented in all ministries and departments. There is a lot to know before presenting to the ministry how libraries can support particular policy issues, and it is necessary to illustrate the wide range of library activities, from working with migrants to children's libraries, from information literacy for students and scientists to research data collection. As described earlier (see chapter 6), libraries are not just part of the Ministry of Education or the Ministry of Culture. Other ministries may also be relevant, and the interaction between different ministries may be crucial to the success of library advocacy at this level.

When librarians and information professionals need to advocate at the highest political level, they need to be aware of the many administrators who are there to keep everyone away from the highest political level, but it is important to work with them and convince them of the importance of the message.

A few successful examples from this broad field of advocacy are highlighted here. To mitigate the effects of the COVID-19 pandemic, the German government launched a funding programme called “Neustart Kultur”, open to all cultural institutions. The success of the library association's advocacy was demonstrated in August 2021 when the Minister of State for Culture visited the Humboldt Library in Berlin Reinickendorf, where she said it was a good sign that the German Library Association's *WissensWandel* digitisation programme had been so well received that it was being extended for a second time; in this way, more libraries and archives were able to offer attractive digital services and thus facilitate access to knowledge and culture for citizens (Bezirksamt Reinickendorf 2021). Earlier, in March 2021, the Federal Minister of Education and Research had announced the National Reading Pact with the Reading Foundation, in which the German Library Association was a partner (BMBF 2021), so as for financial support from different ministries to help libraries.

In Singapore, the National Library Board is considering changing its advocacy strategy from an institutional to a national goal, having realised that it is difficult to advocate for the transformation of libraries and archives in the same way repeatedly. You can transform, but the projects do not say much when you talk about transforming the institution; the government will simply recognise that the management is transforming the libraries and archives as it has done all the years before. The new way now is not so much to transform libraries and archives again, but to present to the government a new idea that creates a national ecosystem of content providers (Tan 2022). It is becoming increasingly important not to be an advocate for institutions, but for specific goals, and the Singapore project shows this very well at the national level.

In countries with smaller governments, the path to the top is shorter, even for the SDGs. Advocacy for the SDGs at the national level has been quite successful in Zimbabwe, where librarians had participated in IFLA's IAP activities and

had been trained in advocacy on the role of access to information, libraries in the UN Agenda 2030 and the Sustainable Development Goals; they knew exactly what they were advocating for. Although the UN was promoting a voluntary review process for the SDGs, “libraries in Zimbabwe needed to approach the ministry proactively, building on contracts made previously at the 2020 African Regional Forum for Sustainable Development” (IFLA 2021g). The Regional Forum is an intergovernmental platform convened by various organisations, including the African Union Commission and the United Nations, to review progress and formulate key messages to advance the implementation of the 2030 Agenda for Sustainable Development and the African Union’s Agenda 2063.

The Library Association of Zimbabwe is very engaged with the SDGs and wants to do something about it, with libraries submitting documents and giving examples of how libraries are contributing to the achievement of the SDGs. “In Zimbabwe also, the coordinating ministry was a new contact for the library association. Thanks to this engagement, the association has been able to create new synergies and receive key new information” (IFLA 2021g). As a result of their advocacy for the SDGs, libraries were included in Zimbabwe’s report, which celebrates the association’s work on open data. Because IFLA was able to support librarians from Zimbabwe to attend the African Regional Development Forum, they were able to meet their government and were praised for their work on the SDGs: “There is also evidence of closer links with governments, with officials in Zimbabwe . . . underlining how much they welcome library engagement and looking forward to further cooperation” (IFLA 2021g). This advocacy success is extremely useful in building a stronger advocacy line between the library association and the government, and has been a success for the Zimbabwe Library Association and for IFLA. “It is a surprise when in the end something comes out that looks like what you have been working for” (Wyber 2022).

From the experience of how libraries can participate in the voluntary review process of the Social Development Goals in some countries, IFLA has drawn some lessons for the future:

Lessons for the future

Clearly, the diversity in the processes implemented by governments means that libraries in each country will need to do the detective work necessary to find how best to engage.

Sometimes this will be a case of making sure that you are checking the right websites or are on the right mailing lists. Other times, it will be a case of ensuring that you are well known in general in the NGO community.

Nonetheless, making the effort to identify and get to know the team responsible in general for implementing the SDGs clearly helps in general, not least in ensuring that even if there isn't a public call for contributions, you will not be trying to engage as strangers.

A second lesson is around the value of having evidence and case studies already prepared in order to submit. This work isn't just helpful at the time of a Voluntary National Review but can also support your advocacy at other moments.

Finally, as seen in Iraq and Zimbabwe in particular, working around the SDGs – and in particular VNRs – can be a great way to expand networks, ensuring that a wider range of ministries know about the work of libraries, and so – ideally – can be ready to support our institutions when decisions are made (IFLA 2021g).

Of all the ministries, the Ministry of Justice is the most important for library advocacy, as copyright in the digital age has been an issue for all countries and all libraries for years, with a constant flow of new or amended copyright legislation to which libraries must respond quickly and consistently.

In Germany, the consultation period is short and library associations must react immediately. As with COVID-19 in the summer of 2021, the Ministry of Justice and Consumer Protection is conducting a public consultation to evaluate two sections of the Copyright Act; comments on the points listed in the consultation letter can be submitted in just six weeks. At the same time, the positive evaluation is coupled with clear demands for further improvements to the Copyright Act regarding access. An alliance of organisations has been formed to advocate for improvements for scholarly institutions and libraries, which is a joint advocating effort by the organisations involved in library policy (see chapter 3.3). When it comes to copyright, one cannot be inattentive for a moment, and all libraries and academic institutions understand this clearly. The opportunity to lobby for the good cause of study, scholarship and research is particularly clear in the case of copyright. It is not always successful, but it is even more important to join forces with others to form a larger advocacy group and to push through small improvements first.

In support of all libraries in the world, IFLA's Advisory Board on Copyright and Legal Matters monitors and comments on the current international copyright debate at WIPO, but as the African Union (see chapter 8.3) shows, new issues are emerging everywhere and library associations need to be alert to what is happening with the legal issues in their country, including trade issues related to copyright.

In Colombia there was an exceedingly difficult copyright situation for libraries, with the copyright law written in such a way that libraries were not allowed to lend books; in fact it was forbidden. But the Colombian state funds the libraries

and the libraries were lending books so, because of the way the law was drafted, this was a problem. The director of the Karisma Foundation, a foundation that promotes access to culture and information, started to fight against this copyright law in 2011 with strong arguments including: how can the Colombian state have a law that makes what libraries do illegal, like piracy, with all the money the state puts into libraries? How can the state finance libraries to lend books when the copyright law has no exceptions or limitations for libraries? At first, the Ministry's answer was simple: "The judge will not put you in prison" (Botero 2023). But these arguments from the ministry could not last for long, because the negative effects of the copyright law on Colombian libraries were broad and diverse, limiting the purpose of library practice (Ramírez-Ordóñez et.al. 2016). Advocacy was intensified, and there were several submissions to Congress in favour of exceptions and limitations to the copyright law. Arguments were sharpened, such as: something that is illegal should not remain illegal, and it is not legal to turn the law into something that relies only on the voluntary decision of a judge (Botero 2023).

Colombian libraries, once they understood the problem, were very well connected with IFLA, which was doing a lot of advocacy on copyright in Latin America, and the Colombian librarians became exceptionally good advocates and were provided with good arguments by the Karisma Foundation. What is also important in cases like this is that it is better not to push for changes in the law unless there is some kind of consensus that the change is needed – otherwise Botero's advice is that it will not happen. You must convince the group, the person negotiating on the other side. Since the director of the Karisma Foundation, who had negotiated the copyright law for a long time, was seen as more radical, the libraries started from a more moderate position, and were only successful with the lending part. When the law went to Congress, it was prepared by the Ministerial Copyright Office, because the public representative and the public libraries were no longer allowed to participate directly. When it went through Congress, it was not a complete success, because the digital part was completely determined by the rightsholders. However, after seven years, the librarians were able to win over the opposition of the rightsholders by showing them the real problems. In 2018, Colombian libraries and their supporters were able to change the most outrageous parts of the copyright law in Colombia, and lending was no longer illegal (Botero 2023).

Another example comes from the Foreign Office in Germany, a ministry that seems far removed from any responsibility for libraries, apart from its large and well-known special ministerial library. But it is clear that foreign cultural policy cannot be complete without libraries. Library advocacy can also receive support

from the Foreign Office at special moments, for travel to international library conferences and for invitations to library study groups from abroad. In pursuing a request for support, library advocacy must be flexible and may follow the political interests of the Ministry if the ethical principles of librarians are not compromised.

In 2006, when the then IFLA President-elect spoke of cooperation and support of the Ministry of Foreign Affairs in the context of “Putting Libraries on the Agenda”, she was primarily referring to support for travel as part of her IFLA Presidency, but it quickly became clear that this is not possible. The State Secretary of the Federal Foreign Office mentioned in the conversation that they could alternatively support a conference by providing a room and interpreters and could support invitations to people who would come from the three current priority areas of German foreign policy at the time, namely Eastern Europe, Asia and the Islamic world. In order to support the Ministry of Foreign Affairs in this sense and to create a win-win situation, the library side immediately came up with the idea of inviting international librarians and their political superiors from these regions together. A concept was thus drawn up and the Federal Foreign Office subsequently supported three presidential meetings of the IFLA President in 2007, 2008 and 2009, each with a group from Eastern Europe, Asia and the Islamic world, under the heading “Libraries on the Agenda” (Maier 2009). For IFLA, this marked the beginning of the series of Presidential Meetings, but more importantly for foreign librarians, it allowed the possibility of inviting their political superiors and bring library policy issues closer to them. The fact that the event took place in the Ministry of Foreign Affairs in Berlin, according to the foreign librarians’ superiors in their home countries, generated particular respect. On the one hand, the interest of the Foreign Office in the regions addressed can be satisfied while, on the other hand, grants can be generated for the IFLA presidency and, above all, the invited guests can lobby for their libraries in their own countries, as they travel to the IFLA Presidential Meeting in Berlin together with their political decision-makers. In the end, this was particularly successful for the Romanian library representative.

9.5 Library Advocacy at the Regional Level of a Country

This chapter provides a brief overview of library advocacy at the regional or second level of government in a country. There are countries with a strong regional administrative division and countries where the regions have less political power in a more unitary state; library associations need to consider the political structure of the country in detail before starting active advocacy. The aim of the description is

rather to show selected examples of structures and responsibilities and thus to sharpen the view of the possibilities of advocacy at the regional level of a country. Library advocacy in the regions of this type of administrative division must consider national law in all aspects affecting libraries and their users. However, this does not mean that there is no advocacy at the regional level, as the administration has a certain framework for decision-making. It is therefore important for all libraries at regional level to have good relations with the regional government.

As explained above (see chapter 5.2), some countries have a federal system, which means that in some areas, such as education and culture, key decisions for libraries are usually made at regional level. In a federal state like Germany, librarians and information professionals need to know exactly which level of government is responsible for laws and regulations concerning libraries and their services. Due to the federal structure of Germany, the regional level of political decision-making is basically responsible for culture, education and science and is relatively independent, while sometimes they take joint decisions themselves in the Conference of all Federal Ministers of Education and Culture, which they are obliged to abide by. In principle, they are responsible for state and regional libraries and university libraries, and indirectly for the special libraries of state institutions such as museums, archives or state research institutes. Public libraries are traditionally the responsibility of the municipalities and districts, with similar principles in the cooperation between the Länder and the districts and municipalities, and different procedures in the regions. In all regions, municipal libraries can receive some form of funding from the state, but in some regions, they must meet certain eligibility criteria, have a certain number of opening hours and have professional staff. For this reason, the federal states support specialised bodies that advise public libraries, as well as library consortia or digitisation.

Regarding a library law in Germany, the federal states have different positions. Library laws are passed at regional level, not at national level. Some laws are copied from region to region, others are quite different, while many states do not support a library law at all; it all depends on the political constellation in the region. So far, all regions in Germany have rejected a library law that would make public libraries a compulsory responsibility of the municipalities, even though this is supported at the national level (see chapter 9.2). Librarians argue that a professionally run library in any community can reduce many other problems, support education and help people in lifelong learning. Consistent advocacy by the German Library Association in all regions is a key to success. The 17 Sustainable Development Goals of the UN Agenda 2030 are well suited to support these arguments, as they can be used to illustrate the positive role of libraries for society in a practical way (see chapter 7.2).

Advocacy through campaigning is usually more focused on a large city or region, as this is easier to manage, however, sometimes it is a nationwide activity or focused on a region. One advocacy issue that has developed into a successful national and regional advocacy campaign in many countries is reading. In the Netherlands and Germany, reading foundations have been set up and libraries are a partner in the programme. Reading as one of the key values of libraries is an immensely powerful issue at all political levels and the reading campaigns as a marketing and advocacy tool for libraries draw attention to libraries and their activities. In 2006, the Austrian Library Association took the initiative for a major reading campaign, with the participation of the Austrian President. The Austrian Library Association is responsible for organisation and coordination, and the Ministry of Art and Culture is the main sponsor, with the campaign called *Österreich liest. Treffpunkt Bibliothek – Austria reads. Meeting point library*. In 2023, a week in October was once again reserved for this nationwide event, which has been running for 17 years.

In China, the activities of a national reading campaign started in the city of Dongguan. With the opening of the new library in 2005, a reading festival was launched in the library and the city, with reading promotion activities organised to promote the library. A few years later, a more influential campaign called the Nationwide Annual Reading Forum started, organised by the Reading Promotion Committee of the China Library Association, with the chief librarian of Dongguan Library as its director. The forum is held in a different province of China each year, with librarians working with partners such as bookstores and coffee shops and reaching out to celebrities from all occupations, including basketball, film and music, while the involvement of celebrities and political figures is also helping to turn the reading campaign into an advocacy tool for libraries. To demonstrate the digital literacy of libraries, Dongguan Library started with digital reading for the city, which was soon extended to the whole country, and then developed a Digital Reading Gate in a project called “Read by QR codes, Books shared by Cities” as shown in Figure 29. The QR code is used as a simple channel for free mobile access to the library’s digital resources, with the aim of the project to rebuild the image of the library as a gateway to knowledge in the digital age and to build a door to the library’s digital reading for people in the villages (Li 2022). All events have a great impact on the public and are organised to promote reading and libraries. Such national and regional campaigns are primarily a marketing tool for libraries, but they can open the doors to further advocacy opportunities with policymakers at a national and regional level.



Fig. 29: Read by QR Codes, Books Shared by Cities' The Reading Campaign with Celebrities in China_Poster Dongguan Library.

9.6 Summary of Library Advocacy at National and Regional Level

The examples of library advocacy at the national level are only a selection of the possibilities available at this political level in terms of funding for libraries and influencing legislation. Constantly changing policies will lead to new constellations of contacts for libraries. With a good knowledge of successful advocacy, this is a challenge that can be met. The examples are intended to encourage libraries or library associations to find a way, based on their own needs, to engage with policy-makers at national level to raise awareness of libraries among decision-makers and demand good decisions for libraries and their users. At the same time, librarians and information professionals are not petitioners; they have something to offer politicians and can support or even facilitate desired solutions.

Library advocacy at the regional level is geared at the specific areas of the federal ministries in the different countries with such a governmental organisation. The federal states as well as the regional parliaments with the parties repre-

sented there and the regional governments are the main target of the advocacy of the regional library associations if they exist. Academic, public and school libraries may be affected by policy-making at this level while library advocacy at the regional level, where there is no independent decision-making power, tends to focus on the national level or on the individual regional structure responsible for units such as regional libraries. Advocacy campaigns can very well be launched at national or regional level, as the different reading campaigns show.

10 Advocacy at the Community Level

At local level, libraries are sometimes assigned to the cultural sector, sometimes to the education sector, and sometimes to the central administration. The smaller the municipality, the more likely it is that the bodies responsible for culture and education will be combined; in general, these responsibilities play a subordinate role in smaller municipalities. It is much more important for the library management to develop an excellent relationship, especially with the administration, however, the situation is different in cities where the political structure is reflected in the different responsibilities of the elected body and its committees.

10.1 Library Advocacy at the Community/ Municipality Level

Advocacy in municipalities is characterised by the difficult situation of many municipalities, who have a lack of resources and high debts. In addition, most municipalities have few parts of their budgets that are not determined by their various duties; as a result, there is always a risk that local politicians will use the library budget for other plans if the library does not advocate for the budget and convince local politicians of its value, with a high level of awareness and active response crucial at such moments to protect the library budget. Where local authorities fund the public library, librarians' advocacy at this level varies widely. While some librarians are extremely successful, the majority are more passive and give up too early, which may be due to the particular situation in small communities. In many countries, the administration has more weight than politicians because they stay longer in office. Librarians are successful when they have excellent communication with the local administration and politicians, and actively lobby for additional resources.

“To enhance the effectiveness of public libraries in pursuing their mission, library executives and library champions must ensure that they keep libraries on the agenda of their communities and funding bodies” (Anderson and Jones 2006) is the clear recommendation for Australian public libraries. It is not only important for public libraries to be recognised by their users as providing the right mix of innovative services, but also as having a well-structured advocacy agenda and to cultivate partnerships with government and the private sector. “With so many demands placed upon central and local government funds, libraries need to be in a position to demonstrate to decision-makers how important they are for their communities” (Anderson and Jones 2006).

Many public libraries around the world rely solely on donations from individuals and foundations: private organisations in Africa, private book clubs in South America or small public libraries supported by religious institutions around the world. It takes a lot of active advocacy to get support from the municipal or regional budget, which is ultimately the most sustainable source. In countries where the public library budget is part of the municipal budget, regular income seems to be secured. In the USA, the library budget is often funded by a tax in the community, and the library must advocate for a tax increase for library development or a new library building.

The Public Library Association (PLA) has developed a special training programme for public libraries on how to advocate and gain support from the community and policymakers (PLA 2014), which is extremely helpful as a good standing in the community supports library advocacy at a political level. It is also important to give examples and use storytelling of what libraries do for people in small communities and rural areas, for example with the case of the Orang Asli, the Indigenous people of Malaysia, who are scattered throughout the countryside. For these people, the libraries, in addition to all their other services, have the function of a post office, which is an additional service that can be used for advocacy as it shows that “libraries leave no one behind” (Begum 2022).

Local authorities can be very powerful, as their staff have often been in office much longer than the elected mayor and it is mainly the finance department whose prior approval is needed for decisions on the budget to be taken. Is advocacy possible under these conditions? Small libraries often feel left out of the municipal administration. Although they are subordinate to the administration, they are usually not involved in the administration’s internal communication and must look after themselves in order to maintain good relations. However, if they can develop a good relationship with the administration, this can be the basis for their success.

While in larger cities it is certainly possible to change negative administrative decisions by advocating elected members of the city council, this is rarely the case in small communities. Therefore, the focus is on the exchange of arguments and persuading the responsible officials and managers of the municipal administration. In most cases, an attempt is made to win over the mayor and as many other personalities in the community as possible, considering the constellations between them, with relationships with the head of the relevant department and the councillors on the relevant committee also a necessary basis for this. The mayor, if he does not represent the education or culture sector himself, is always an additional contact for the library; as mayors are interested in being mentioned in press releases, Facebook and Twitter accounts as well as Instagram photos of libraries’ positive events are shared with them. Libraries themselves need to see local politicians as a target group and systematically contact them through tar-

geted communication management to clarify their importance in urban societies (Kamm-Schuberth 2019).

The public library can only develop in the community if the management is interested in local politics, follows political developments in the community and gets to know the different actors well. Whenever there are local elections, this is a particularly good opportunity to communicate and discuss the concerns of librarians with local politicians. However, when there is change, it is sometimes difficult to maintain good relationships with all decision-makers, which is why librarians always need to talk to the opposition at an early stage. Competition with other cultural and educational institutions such as museums, theatres, art galleries and community colleges in larger cities can create some challenges, but as public libraries cover all areas of culture and education through the provision of books and other media, they can always reach out to everyone, offer partnerships and display their diversity.

Building up the library's own network in local clubs and associations is an important prerequisite, as community representatives are also active in these areas and can be easily approached. The actual meeting of the cultural committee or the local council will no longer be of crucial importance if the librarian has been able to inform the individual representatives in other contexts beforehand and persuade them with good arguments. Kamm-Schuberth speaks of a three-stage model for gradually winning over local politicians to the public library: firstly, to use information to turn local politicians into experts and connoisseurs of public libraries; secondly, to try to involve local politicians in active participation to deal more intensively with library issues and delve deeper into the topic; and thirdly, through participation the local politician must become familiar with the topic, develop arguments and emotional empathy and finally become an advocate for public libraries (Kamm-Schuberth 2019).

Success in these steps depends on several things, and not everyone will end up being a great friend of the library. But it can be effective to attempt long-term communication with various stakeholders to develop mutual trust, until a former councillor takes over as chair of the Friends of the Library. In fact, we see in later examples that many librarians grow into this role of communicating with community leaders and advocating well for their institution. Whether it is a big city, a small town or a rural community, the library always needs partners and cooperation to be successful in its advocacy work. Some examples from the local level are described after this section. As there are no descriptions of exactly how librarians influence decision-makers, only processes that can be deduced from publicly available documents can be presented here. In recent years, many municipalities have set up an electronic archive of the minutes of their municipal council meetings, where it is possible to research when and with what topic the local public library is on the agenda.

The example of Birmingham's Community Library Service is notable, as it shows a 12-week consultation process with feedback from citizens in 2017 (see Figure 30). One branch even had a "library lobby campaign group" working with other organisations for a sustainable partnership to support the library service and make suggestions on how the budget cut could be implemented without having a significant

The screenshot shows a news article on the Birmingham City Council website. At the top, there is a navigation bar with a search box and the text "information, advice and more...". Below this is a header for the article: "Library plans revised after consultation" with a sub-header "Published: Tuesday, 7th February 2017". The main text of the article discusses revised proposals for Birmingham's Community Library service following a 12-week public consultation. It mentions that initial plans for a three-tiered service were reduced in tiers 2 and 3 due to funding cuts. However, feedback from a library lobby campaign group and other organizations helped refine the plans within the reduced budget. A list of three key points is provided: Sutton Coldfield Library to remain open with a sustainable partnership; Aston Library to remain open as a Tier 3 library with Birchfield as a Tier 2; and services at Glebe Farm to be enhanced from 15 to 21 hours per week. Additional funding for the book fund and repairs/maintenance is also mentioned.

Library plans revised after consultation X

information, advice and more... Search

Library plans revised after consultation

Published: Tuesday, 7th February 2017

Revised proposals for Birmingham's Community Library service have been drawn up following feedback from citizens during a 12-week period of public consultation

Initial plans for a three-tiered service (with opening hours and staff support reduced in tiers 2 and 3) were put forward as part of the council's effort to respond to reduced funding from central government and would have seen the libraries at Aston and Sutton – reducing annual expenditure by £1.9million by 2018/19.

However, comments and feedback along with potentially up to £150,000 in a one-off funding pledge from Sutton Coldfield Town Council have helped the city council refine its plans all within the reduced finances, the highlights of which are as follows:

- Sutton Coldfield Library to remain open whilst the city council, town council, the Library Lobby campaign group and other organisations work together to see if a long-term sustainable partnership solution can be established for the service
- Aston Library to remain open as a Tier 3 library, with nearby Birchfield to operate as a Tier 2 instead of a Tier 1 facility
- Services at Glebe Farm to be enhanced (from current opening hours of 15 hours per week up to 21 hours per week), with Kents Moat closing (in line with suggestions made by the public during the consultation period)

In addition to this there will be an increase in spend on the book fund (proposed budget of £380,000 against recent year annual spend of £140,000.

The repairs and maintenance fund for libraries will also increase by £50,000 to £145,000 and there will be an investment of £800,000 in new technology to improve self-service facilities for library users.

Fig. 30: Birmingham City Council 2017 Screenshot. By Claudia Lux.

https://www.birmingham.gov.uk/news/article/55/library_plans_revised_after_consultation

detrimental impact. Solutions are being found for all the libraries and, although there was a budget cut, extra money was planned for repairs and investment in new technology to improve self-service facilities for library users.

10.2 Library Advocacy in Large Cities

Advocating for libraries in large cities has its own challenges, seen with the Shanghai Library, a public and research library. Founded in 1952, it opened a new 83,000 m² building in December 1996 with the library management starting a new library construction project only ten years later to get more space for the growing collection, the new technology and the increasing use of the library. However, advocating for the new Shanghai Library East project was not easy. Although the library management prepares everything in detail, the government officials asked for plans to be revised several times. The library director was a legislator in the Shanghai People's Congress for five years, but this did not help much, and it was difficult for him to advocate for the new building, as many other city projects were in the pipeline and the library was not a top priority. The main library has many stacks in the 24-storey building and additional stacks on the outskirts of Shanghai. For ten years, the library management has been negotiating with all kinds of people in the Shanghai government but, suddenly, in 2016, ten years after the first plan, the Shanghai municipal government came to the library; acknowledging that they had a ready plan for the new building, the government told the library that they were looking for targets to spend their money on, and that there was enough money to build the new library, with one condition; it had to be a world-class library, but not full of books. Shanghai's leadership made it clear that in the future smart city of Shanghai, the new library would never be built if the plans were still "book-centred"; they had to be "people-centred". The library director's advocacy thus shifted its focus from the government leaders to the library staff, who asked why they should call it a library. After the director explained, the staff became used to the idea and accepted the modern concept. The library's management was delighted, and a new plan was quickly drawn up to meet the government's requirements, with many famous architects bidding for the contract. The new Shanghai East Library, which opened in October 2022, has a small area for stacks but large areas for people's activities, overlooking the trees of the park (Wu 2022) (see Figure 31).

"Be prepared" is one of the clear messages of this Chinese success story. With the economy booming, the city of Shanghai was in a position to finance major projects, with the library project on the table. Importantly, the library management was open to negotiating with government officials about the new building



Fig. 31: Shanghai Library East. Photo by ©SHL ©ChrisHardie.

and was willing to revise the plans immediately. The report also shows that advocacy only works with library staff (see chapter 13.3); the director presents the case to the government, but then the library must adapt to the policymakers' ideas, and the director must advocate to the library staff. In China, as in many other countries, strong arguments are important for advocacy, but good relationships are far more important.

In general, advocacy for libraries in a large city (see chapter 15 for more examples) must take into account the many other actors in the cultural and educational field. Cooperation is an especially important part of advocacy in a city, and competition needs to be analysed. On the other hand, many educational, cultural and social issues give the library a good opportunity to offer its support to provide solutions and to show competence and excellence in its field.

10.3 Library Advocacy in a Small Town in Germany: The Example of Bruchköbel

Bruchköbel is a small town in Germany with around 20,000 inhabitants in the Main-Kinzig district. Bruchköbel's public library is part of one of the four departments of the town council, Department IV Youth, Senior Citizens, Social Affairs, Culture. The town has a good council information system where all council proposals can be viewed, and a search for the term "library" in Bruchköbel's public records shows ten documents between June 2016 and May 2021 that dealt with the municipal library as an issue in the city council, excluding the documents on COVID-19 measures in libraries (Stadt Bruchköbel 2021).

Here is a brief overview of the mentions of the library in Bruchköbel City Council, which are typical of library-related issues at municipal level. In May 2021, the library received funding from the national programme *Neustart Kultur*, which was specifically mentioned in a council meeting. Although there are no further statements in the minutes, it can be assumed that this has increased the positive image of the library. Since December 2019, the library has been able to offer free Wi-Fi installed by the city, proving that the library was among the first organisations to be equipped with this service. Elsewhere, the inclusion of the library in the Bruchköbel volunteer card, which now includes a 50% discount on the library card, add to the positive image of the library. Meanwhile, most of the issues in the committees or in the town council concern the staffing and the budget of the institution. In 2019, the library in Bruchköbel was able to take on a trainee, with the mayor reporting that the trainee would be taken on by the municipal library after completing her training, with the aim of using this position to extend opening hours and expand the range of services for young people. In the draft budget for 2019, the library aimed to successfully include investment measures, namely the replacement of a 30-year-old counter and the purchase of replacement PCs and tablets. In the annual report for 2019, which like all annual reports submitted by the City Library and distributed in the City Council can be found online, the picture of the redesigned counter was published immediately after the title page (Stadtbibliothek Bruchköbel 2020). In this way, councillors could immediately see the positive result of their decision to support the library.

Before the documents go to the council or committees, the library's concerns are discussed with the relevant department and then with the mayor of Bruchköbel. This means that several decision-makers must be convinced before a proposal is put to a vote in the town council, which is a typical and probably the most important part of the preparation: first convincing the department to which the library is assigned, then the head of department, the mayor and the coalition partner. The librarian is often absent from these discussions, and it is up to the

administrator to make the case for the library. What is lost in this communication can only be corrected by direct prior information or parallel information to the head of department or the mayor; the shorter and clearer the argument, the more insightful it will be in the cases mentioned: the counter is 30 years old, taking on the trainees will extend opening hours and youth work. The question is whether and how the relevant department and the officer or advisor will put the same energy into the library's request, or whether there are other institutions that can present even more convincing arguments which will be given preference. The next levels are the head of department and the treasurer, both of whom may also have questions or difficulties with the library's request. Compromises are most likely to be accepted when the request and offer are cost neutral, such as in the example above where the trainee was taken on because another position was offered – a vacant full-time position in a lower grade in exchange for a part-time professional position for the trainee.

If the library regularly advocates the higher administrative unit, arguments and examples can be used to promote its cause, which can be based on the library's work and success stories. In any case, the argumentative conviction of this level is crucial, and it becomes immediately clear whether the reasons presented are sufficient. The advocacy is extended to individual councillors in order to win them over to the library's demands before the issue is even on the agenda, with this process intensified if and when the administration reacts negatively and in the case of important projects. Successful advocacy was certainly necessary when the public library in Bruchköbel wanted to develop a joint regional library card with two other communities, Hanau and Rodenbach, and overcome the many bureaucratic problems along the way. The mayor of Bruchköbel presented the draft to the town council, with an initial supply of library cards from the Department for Public Libraries at the State Ministry of Culture meaning that the project could be implemented without financial support from the municipalities. All three municipalities of the Main-Kinzig district had to decide on the regional library card at their meetings and, in the end, there were three mayors in a remarkably successful photo session (see Figure 32).

The combination of building a positive image through annual reports and additional activities, such as the "Book & Breakfast" programme uploaded to YouTube by the Bruchköbel municipal library during the COVID-19 pandemic, and raising additional funds, supports successful advocacy. Asking the local authority to support the library's demands is a successful approach, as it increases the library's visibility and thus trust in the institution.



Fig. 32: Hanau, Bruchköbel and Rodenbach starting a common library card. Photo: Katrin Stassig/
www.op-online.de.
<https://www.op-online.de/region/hanau/hanau-hanau-bruchkoebel-rodenbach-starten-regionalen-bibliotheksausweis-13162741.html>

10.4 Library Advocacy for Public Libraries using a Library Strategic Plan

Developing a library strategic plan is a special kind of advocacy that is now being used successfully by more and more public libraries, large and small. The first step is to inform the policymaker about the idea of developing a strategic plan, with the second step to get information from the local authority about the main strategy of the city or town to be used in the plan. Finally, the strategic plan should be presented to the city council or other political decision-makers in the municipality. In this way, the plan helps to draw attention to the library's development.

There are many great examples of public library strategic plans around the world, such as Taipei Public Library which has been publishing strategic plans since 2005. An early draft of the strategic plan is submitted to the Library Affairs Committee for guidance before the plan is approved and published. The latest one explains the process of developing the strategic plan:

Planning Process

- Library related environmental scan.
- Status Quo: Review statistics of the library's collection, services and programs.
- Taipei's city environment: Consider demographic composition, digital city development, Taipei City's strategic map.
- Establish taskforce. Library and Information Professional Outlook: take into account the library's core values, the public library's role, IFLA global vision report, IFLA trend report, the UN's 2030 sustainable development goal pledge
- Strategic plans of international libraries: reference the strategic documents of the US, Canada, Finland, Denmark, New Zealand
- Administer SWOT analysis. Solicit vision designs within the library. Vote on vision designs.
- Early draft of strategic plan. Submit to the library affair institute for instruction.
- Institute the 2021–2025 Taipei Public Library's Strategic Plan. Adjust strategic initiative's KPI by rolling strategy annually. Survey the execution of initiatives biannually (Taipei Public Library 2020).

The planning process of Taipei Public Library shows in detail how the library works with values, policy papers from IFLA and UN and reviews of model strategic plans in libraries in different countries. The plan includes the library affairs committee as a political and administrative focus and, by achieving the strategic goals, the annual report can be used for advocacy.

The Johannesburg Public Library, South Africa, summarises its strategic outcomes and strategic objectives in a single page (Joburg Department [2018]). Depending on the country and the type of people in the city council, the library strategy can be long and substantive as with Taipei, short as with Johannesburg, or very fancy and illustrated as with Chicago, where the mayor was quoted in the public library strategy 2020–2024:

My belief in the essential role of the library is both personal and profound. From my first day as mayor, I have worked to ensure expanded access to library services. We eliminated fine barriers that once prevented so many patrons from accessing the vast resources and opportunities the library offers for learning, skills development, and fun.
Lori E. Lightfoot (Chicago Public Library 2020).

Quotes like this are excellent examples and good results of successful advocacy, as the mayor not only presents herself in the strategy, but also propagates the main result of advocacy against fines in the Chicago Public Library.

In Oldenburg, a city in north-west Germany, the public library is developing a strategic plan and presenting it to decision-makers. The strategic plan of the Oldenburg City Library includes an analysis of the environment, a description of social problems, a task profile and a framework for action for the city library, as well as measures and offers for the community. It also describes the library's cooperation with partners and networks and its communication with politics, administration,

users and partners, and includes information on technical equipment, other resources, organisational and management principles and aspects of monitoring and evaluation.

A library strategic plan does not replace the annual report of the past year's results, which is needed by policymakers to report on the progress of said plan. However, the library strategic plan has its own importance in that it places the library in the context of the city's environmental analysis and thus gives the mayor and the city council a new perspective on the library.

In Oldenburg, the communication with the political decision-makers takes place through the head of the city's cultural department, with a short version of the plan also presented to the cultural committee, while communication with the higher levels of administration takes place through official channels, including regular consultations. The library's strategic plan is drawn up in consultation with the administration and then presented to the mayor (Janssen 2016, 39), with a copy officially presented to the mayor of Oldenburg at a press event in the library.

The example of the city of Oldenburg shows that the successful creation of a library strategic plan is presented to political decision-makers so that further development of the library can be politically supported and decided. With the strategic plan, the library articulates its staffing and budget needs in a well-founded way and presents them to the city council in a forward-looking manner.

The development of a library strategy or plan needs to be discussed with the local authority from the outset and interim results should be communicated. Commissioning the municipality to produce such a plan will most likely result in politicians being interested in discussing the final plan or reading the report. In principle, all library strategies serve to justify the additional need for the library, however, the library strategic plan alone is no substitute for intensive advocacy of the relevant political decision-makers. This should take place at the latest during the drafting process, and it would be even better to involve some relevant people in the development of the library strategy from its beginning. But even if the local authority does not take responsibility, a library strategy in communication with the public can demonstrate the professionalism of the library and thus improve its image (see Figure 33). The goals and actions proposed in the plan will be the starting point for ongoing library advocacy until the city administration and council respond.

10.5 Summary of Community Advocacy

There is a need for more research and presentation of the specific activities of library advocacy at the community level. At this level, library advocacy is not about

11 Library Advocacy Within Institutions – Academic Libraries, Special Libraries, School Libraries

Many libraries, such as academic, special or school libraries, are part of institutions such as a national, regional or local government or a private organisation. However, while the main relevant decision-makers are the people within the organisation responsible for the library and the governing body, library advocacy for libraries in institutions does not stop at their door. Through activities in library associations, librarians need to advocate for the interests of their type of library at different political levels, very often at national and regional levels.

11.1 Library Advocacy for Academic Libraries

Academic libraries are central facilities attached to a higher education institution (HED). The conditions in higher education institutions are very different; they depend on both national regulations and the specific conditions of the institution, so the library must adapt to the local conditions. The library director reports either to a vice-chancellor or to another member of the institution's senior management. As in a municipality, administration plays a particularly important role for the academic library, which means that the main object of library advocacy is focused on the administration and the executive leader. However, academic libraries must reach out to all faculties of the institution, which can be quite difficult as the faculties are in competition when the budget is discussed. The library needs to be able to keep or get the share needed to run and develop the library, which is the main object of advocacy in the university.

To solve their own problems, academic libraries first of all have to be active within their institution. The focus of their advocacy work is the higher education institution where, in addition to the administration, the chancellor, the presidium/rectorate and the senate are the relevant contacts. Academic libraries also focus on good cooperation with the various presidents. If this does not work, other partners must be found, especially in the governing board or other leading bodies of the university. In addition to personal commitment and good relationships, the professional competence of the library representatives plays a greater role at this level than in other organisations to win over as partners those faculties that are particularly dependent on the library (Degkwitz 2021).

With the library board or committee and the individual faculty library liaisons, a relationship of trust develops through a constant exchange of information, on which advocacy for the academic library is usually based. Advocacy in academic libraries needs to be supported by subject librarians, who have the best connections to the faculties and who, in addition to their scientific knowledge, must be well equipped with strategic and political knowledge, with the possible result that faculty members themselves become advocates for the library at different levels of the university. It is also beneficial for academic libraries that the library is part of the academic assessment process, as this demonstrates the library's role in academic teaching and research. Years ago, an American professor told an assessment group that he no longer needed the library because he had all the publications he needed on his computer. Little did he know that his library was doing a great job of adding all the electronic publications he needed by negotiating licensing deals with publishers. When smaller academic libraries do not have the budget to buy all the material they need, researchers are immediately aware of the challenges. If they have good links with librarians and information professionals, they will ask them how to get this material through interlibrary loans, while national or even international resource sharing between academic libraries might also help. Researchers who are not so well connected to their library may simply develop a negative attitude towards their library. Therefore, advocacy for libraries in higher education institutions is extremely important and needs to be targeted at all faculty members.

For Australian university libraries, ALIA has developed ten ways in which libraries contribute to the competitive advantage of the university:

Libraries contribute to the university's competitive advantage by providing a central point of reference for students, award-winning spaces, digital access to the world's knowledge, understanding of new digital technology, copyright expertise, contributions to and dissemination of research output, open access and traditional publishing, business efficiency and the recruitment, retention and engagement of students (ALIA 2021).

Information about the library and its services to the university is essential, which contributes to an excellent advocacy position with decision-makers. Good cooperation with faculties and professors is important for the reputation of the library and, if successful, advocacy can become a permanent task within the university. Success seems to be closely linked to an "economy of attention" (Franck 1998, n.p.) for the library, i.e. the library's success stories need to be in the spotlight on a regular basis. This is in line with Simon (2006), who says that a position of success in the economic, political and especially the academic spheres can only be achieved if the library not only provides its stakeholders with a competitive range of information and problem-solving services, but also attracts sufficient attention through its poli-

cies and strategies. This is a never-ending task, as new professors arrive every year and top positions change like political offices. It is essential that communication in academic library advocacy is consistent over a long period of time.

For an academic library it is very important to be represented and active in different committees. Usually this is very structured and there is not much room for extra staff or extra funding. Therefore, an academic library director needs to be innovative and open-minded in order to develop ideas and find opportunities on the spot, to present the library's case, even as others want to do the same with their institutions (Tise 2022).

The majority of users of academic libraries is students. Serving students and advocating for the library is a task for all members of the academic library; if the service is perfect, it will have an impact on how the academic library is seen and will spread a good image to the faculties. If the service is not perfect in some areas, it is important to explain the reasons so that students can understand the reasons for this and support the arguments for change. If eBooks are not accessible, advocating for an additional budget for the library can make the difference, and if opening hours are not long enough, advocating for self-service technology and staff can be supported not only by the library but also by students and faculties.

Especially in the case of academic libraries, it seems to be particularly important to demonstrate new things, even if there is no money or before they get financial support for them. Academic libraries need to start on a small scale with what they want to do differently, with a trial service or something similar important to prove that the service is needed, and that the library will use the budget in the right way. At Stellenbosch University in South Africa, the library organised a study space for students by removing the shelves and books in one area. This was so successful, and the library was able to demonstrate success, that some building and renovation projects were later approved, with the money for these allocated to the library. First the university library must show some success and then they will be rewarded; the university administration might even come and ask if they can help improve the programme or service because they know it is a successful project. When the Vice-Chancellor of Stellenbosch University heard about this, she visited the library to see the successful services. She was impressed by what she saw and was able to use the library as a benchmark to advocate for additional funding at a higher level (Tise 2022).

A story from an academic library in Malaysia illustrates the importance of internal networking in university libraries. "When we advocate, we try to understand the mind of the other person we are trying to work with," says the head librarian (Begum 2022). During her time in the university library, she has done a lot of networking with the deans of the schools and with the heads of departments – but this

was in the nineties of the last century. The head librarian realised that it was still the academic staff who were the main users of the library services and thus she attends all the university events and many informal meetings where, whenever she realises that something in the library would be of value to them and their area of research, she mentions it to them to make them aware of the importance of the library services, which is also useful as many of them do not really know what a library does. Indeed, when there was a budget meeting with some of the other departments in the same cluster to discuss the budget, and the vice-chancellor proposed a big cut in the library budget, before the library director could respond, one of the deans protested that he needed all the journals and databases for research. Because the faculties are the core of the university, the vice-chancellor therefore did not cut the budget as much as they proposed. As a result, the director of the university library made a case to the academic staff about how the library can help them with their research (Begum 2022).

Later, a small incident influenced the chief librarian's advocacy. "Lecturers who have gone overseas come back to tell us how wonderful it is to use interlibrary loan when they are abroad. But the academic library in Malaysia has been providing international ILL for so many years, but they are not aware of it. And I don't blame them because they have so many things on their minds, their research, all these conferences . . ." (Begum 2022). As the services of the library have changed in the following years, the library director decided to make an appointment with every new academic joining the university as well as meet with all academics. The one-to-one meeting has had a great impact; while it is short, the academic meets the acquisitions librarians, the liaison officer for their faculty, the reference service and the readers' service before they talk with the director over a cup of coffee. She has found out that these early meetings make the academics long-term supporters of the library in twenty minutes. From then on, the academic staff members informed their students far better about the library's services and came to many future library events. The conclusion of this academic librarian from Malaysia is that it is important to prioritise academic staff and find out what they want as a good service, after which they will support the library in the university (Begum 2022).

A head librarian of a university library is always so busy with the many things to do, but taking time for these meetings with new lecturers shows her special respect for the academic staff, who are the best advocates for the library. "I wish I had known earlier," many lecturers and researchers tell her (Begum 2022). However, it is clear that this kind of one-to-one meeting between the head librarian and each individual member of academic staff is only possible in smaller universities. In large universities this method is not possible, but some other head librarians report having these one-to-one meetings with a selection of influential

and relevant academic staff. Talking to university people at a meeting in the library with a focus on library services works well for newcomers but can also be useful at all kinds of events and meetings if you understand the needs of academic staff.

University librarians should not just say “this is what we need” if they are to convince their stakeholders. It is better to tell the stakeholder that if they will support the library in this case, the library can support them to achieve their goals, to achieve what they want to do. Furthermore, if the advocacy is successful, it is important to share the success and acknowledge that it could only be done with the support of the stakeholders, the administration or a foundation, whoever was relevant. The success of the academic library contributes to the success of the institution; it is also a success of the university and those who support the library. This needs to be said openly because it helps to strengthen relationships within the institution (Tise 2020).

In recent years, advocacy for academic libraries has also meant advocacy for open access and research data repositories supported and installed by the library. Around the world, information professionals and academic librarians have been trying to convince their university presidents and faculty members to follow the path of open access publishing and to adopt a research data policy to preserve these data for future research. Today, academic librarians and information professionals are trained in these issues and are able to support researchers not only in following research data policies, but increasingly in publishing their research in an open and successful way.

In Latin America, university libraries are all active in Open Access and have set up repositories. Open Access publishing in universities is not a problem, however, it is almost impossible for researchers who want to publish internationally, such as Oxford, Harvard or any scientific publisher in the northern hemisphere, because they have no way of financing their Open Access publication (Botero 2023).

In Qatar, the National Library is not only the hub for all academic libraries for certain national licences of scientific and research databases but has also been supporting Open Access publishing for years with increasing success. In 2022, the library will fund 1,059 scientific articles from 582 authors from institutions in Qatar for Open Access publishing. As Alkhaja, Senior Intellectual Property Librarian at Qatar National Library, explains:

Open access is one of our core values, which can also be seen in our commitment to offering free, unrestricted access to our collections and services such as the Qatar Digital Library. Open access is vital for improving the reach of research and helping to provide evidence for its impact. It also results in an improved reputation for researchers and their institutions, and in the long term, higher-quality research through open, transparent and reproducible research practices (Gulf Times, August 22, 2020).

But the situation is not the same in all countries. The University Library of Stellenbosch University has been at the forefront of the Open Access movement, having signed the Berlin Declaration and getting the university to sign. The library hosted an open access conference and has established repositories and various Open Access platforms to make research more accessible and available. However, Stellenbosch University Library, while having had some successes, has also had some failures. The whole Open Access movement started as a global initiative because academic libraries could no longer afford the high subscription prices, but even today, each country must negotiate for its own community; they all have the same goals but have not made much progress. Research in more powerful and rich countries versus poor countries is an issue, as the former can publish more, with the gap in publishing getting bigger. However, there are benefits as more people can now access the material that is available through Open Access, but researchers from poor countries cannot afford to publish. Academics talk a lot about publishing deals with publishers, and researchers in the North get money to publish. Even if South Africa is a little bit better off than the whole of Africa, there should be global solidarity and there should be a real global initiative that tries to find a global solution to all these problems that academic libraries and researchers are facing. A body like IFLA needs to do more in this area (Tise 2022).

During the COVID-19 pandemic, academic libraries demonstrated how they support distance learning with their library system and licensed databases. Library advocacy for the academic library, like that for the public library, depends on an excellent image, and the more attention it receives, the more successful it will be.

Since academic libraries are used by many students, researchers and, in most countries, people from urban society, the impact of their services is always in the public eye. Libraries are therefore well placed to involve the urban environment and the state level in their advocacy work. Academic libraries network with relevant government ministries on library issues, with some of the successes of the academic libraries achievable by extending advocacy to the mayor and the city community, as is well documented by events at the IKMZ Cottbus (Degkwitz 2021) and some building projects. However, for academic libraries, contacts with the ministry are not always at the centre of advocacy, as the university management remains the main decision-making body for the academic library. But if the academic library is located in the city's society, it will be easier to advocate for its goals. E-resources, open access and research data management as well as the integration of the academic library in the teaching of media and information literacy to students remain important advocacy issues for these libraries.

Another issue for many developing countries is the bandwidth situation for some universities. And even if the universities have good internet connections,

their students can still have a lot of problems, as became clear during COVID-19. Students in rural areas had problems accessing library databases and libraries and library associations started to advocate for better connections in their countries, even in Germany. In Malaysia, librarians report that some companies have not invested in 4G or 5G and only offer 2G connections, which is not an infrastructure that can be used for e-learning, meaning the library association needs to collect more evidence to prove the advocacy arguments of when and how the low bandwidth affects students' e-learning, as advocacy statements need to be supported by hard facts (Begum 2022).

Ministries at the regional or national level may provide funding to support certain functions of academic libraries, such as preservation and conservation of special collections of national importance, participation in national digitisation programmes, interlibrary loans, or development of a new library building. In recent years, licensing of e-resources has been centralised at the regional and often national level, with academic libraries supporting research-friendly copyright legislation and actively advocate national policymakers. Meanwhile, advocacy for libraries at the national level is carried out in cooperation between academic libraries and library associations. In the USA, ALA and ACRL work together to advocate for academic and research libraries at the national level, not only for increased funding for higher education, but also on some policy issues.

The following action areas are listed in priority order and include issues that will be the focus of ACRL's advocacy efforts in 2023-2024, along with a watchlist of policy issues of great concern to academic librarians that have no currently pending legislation:

1. Upholding Intellectual Freedom
2. Federal Funding for Libraries
3. Net Neutrality
4. Open Access and Federally Funded Research
5. Affordable College Textbook Act
6. Watchlist:
 - a. Deferred Action for Childhood Arrival (DACA)/Immigration Issues
 - b. Environmental Impact of Data Centers
 - c. Consumer Data Privacy
 - d. Accessible Instructional Materials
 - e. Court Cases to Watch (ACRL 2022)

Another part of ACRL's advocacy work is a watch list that monitors changes to federal copyright laws, the Federal Depository Library Program Modernization Act and DACA, the Deferred Action for Childhood Arrival Immigration Issues. Their aim is to ensure that academic and research libraries are on the agenda of policymakers.

Another library association is LIBER Europe, which has identified the following three drivers for research libraries in the coming years:

1. the drive for openness,
2. new technologies driving further digital transformation and
3. upholding rights and values.

In particular, LIBER sees an increasing awareness and demand from society and academia to uphold rights and values in the digital scientific environment. Therefore, advocacy is an important aspect of securing these rights and defending these values. All these three aspects influence the role of the research library towards its stakeholders (LIBER 2022) and, therefore, it is also relevant for the individual institutional advocacy.

The LIBER EUROPE strategy goes into more detail:

Libers Vision: Where Research Libraries should be in 2027

LIBER formulated a vision of where research libraries should be in 2027 as a strategic response to three driving forces. It consists of five components:

- A. Engaged and Trusted Hubs by 2027. Research libraries will be engaged and trusted hubs of their user communities, collaborating with each other and with local, national, and international stakeholders in their role as change agents and facilitators, and driving public engagement in research.
- B. State-of-the-Art Services by 2027. Research libraries will provide forward-looking, state-of-the-art services for collections, publishing and curation of information and (meta-) data. These services will be relevant to, and tailored for, user groups inside and outside academia.
- C. Advancing Open Science by 2027. In collaboration with researchers, research libraries stimulate, facilitate, co-develop, and manage infrastructures and practices designed to take Open Science to the next level.
- D. Upholding Rights and Values by 2027. Research libraries embody and uphold public and academic values of integrity, diversity, and inclusion, inside and outside the research community.
- E. Upskilling the Library Workforce by 2027, the staff of research libraries have the necessary knowledge, confidence and skills to take on the organisational and technological changes enabling the new roles and tasks of research libraries (LIBER 2022).

LIBER EUROPE supports all these aspects through its advocacy activities. Even though this is a European view, these future aspects are relevant for all research libraries in the coming years, although it does not solve the Open Science aspects of developing countries. Therefore, additional advocacy on this issue is needed.

11.2 Library Advocacy for Special Libraries

In general, special libraries do not have a direct relationship with the political decision-making level, as they are service providers within their institution. There are special libraries in government institutions, in museums and research institutes, in companies and many more, fully under the direction of the relevant head or department of their organisation, with many of them quite small. Special library advocacy in these circumstances means informing senior management about what a special library can do for the institution and motivating them to support and promote it. Here the advocacy principle of approaching the contact person not with problems but with solutions applies fully. The library's recognition within the organisation is often limited to the service it provides, and explaining how this service can help overcome challenges in the institution is only one part of the task, with the other part to contribute to the positive recognition of the special library. However, information professionals and special librarians must be overly sensitive in their organisation to get their library on the agenda and to be successful. The budget discussion is the perfect time to show the necessity of the library, however, the daily support of the members of the institution is the only guarantee to be recognised in the institution.

Many special libraries are very small and have only one professional librarian or information specialist. As one-person libraries, they face additional challenges that need to be met by that one professional, and their advocacy in these challenging circumstances may also benefit from some of the advocacy tips (see chapter 17).

There is little difference between special libraries in companies and research institutes or administrative libraries in government institutions such as ministries. Their advocacy consists of communication and marketing in an internal framework, with their own decision-makers and their selected users. Some of these special libraries are not open to the public and others, such as museum libraries, are often open to society, although the primary users are the members of the institution. They can strengthen their links with the outside world through exhibitions, events and social media, which opens up new opportunities to advocate for the library's needs.

In a few cases, such as the Berlin Senate Library (see chapters 15.5 and 15.6), special libraries are directly subordinate to the regional or national level and are not located within an institution. The example of successful advocacy is therefore not typical, as other special libraries that are firmly embedded in the organisational structure of an administrative or research institution have fewer or no opportunities to approach policymakers.

11.3 Library Advocacy for School Libraries

In 2023, the IFLA Library Map of the World will count more than 2.2 million school libraries, although not all countries are currently included in this statistic. There is a huge difference between small school libraries with just a few books and fully developed school libraries with digital resources for different grade levels, as can be found at Qatar Academy Doha, a kindergarten to a high school diploma school in Qatar Foundation, or at Miriam Vale State School in Australia (see Figure 34).



Fig. 34: Library Miriam Vale State School Australia Photo: Unknown author.

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Miriam Vale State School © The State of Queensland (Department of Education) 2022, published under CC-BY-4.0 licence.

Advocacy for school libraries is a key activity that is needed worldwide. Getting school libraries on the agenda of ministries of education, principals, teachers and parents is a difficult task (Oberg, Schultz-Jones and Das 2014). A school librarian needs to build partnerships and contacts inside and outside the school; in addition to school management, teachers, parents and students, school librarians need to develop contacts with cultural institutions, NGOs and local politicians. They have to advocate for school libraries by promoting the benefits and pointing to the scientific research on the importance of school libraries for students' development. The IFLA Manifesto for School Libraries and the IFLA Guidelines for School Libraries can be used to support this.

The IFLA School Library Manifesto 2021 (IFLA 2023h) helps to support advocacy for school libraries as it provides guidance on what a school library is and how a school library functions in relation to society, with the importance of human rights a part of this manifesto. The current draft will hopefully be finalised and adopted by UNESCO in 2024, replacing the previous version from 2009.

School librarians from the International Association of School Librarianship (IASL) and the IFLA School Libraries Section have developed training materials

for school libraries based on the IFLA School Library Guidelines, 2nd edition (IFLA 2015). The course is called “School Libraries on the Agenda” (see chapter 13.1) and is available through free registration on the IFLA Learning Platform. The material is designed to help school librarians become experts in their field and better advocates for school libraries.

The American Association of School Librarians (AASL) defines advocacy as “an ongoing process of building partnerships so that others will act for and with you, transforming passive support into informed action for the library program. It begins with a vision and plan for the library program, which is then aligned with the agenda and priorities of stakeholders” (AASL 2015). This definition is a softer definition of advocacy, closer to marketing for the school library, and it differs from other advocacy tips in that you first check what the stakeholders’ priorities are and then develop your programme according to their needs. The needs of the pupils have to be taken into account; it is advocacy for the role of the school library in the institution school.

There is a success story of advocacy for school libraries from Sweden, not within the organisation but at the national level, with the School Library Act of 1996, with the idea to make school libraries part of the Education Act:

For many years in Sweden, the school library was ignored by authorities, by principals, and by most teachers. Nevertheless, throughout those years, many people were working to establish the school library as a well-developed and effective resource to support students in their learning. These people wanted a new and enhanced role for school libraries in education. For this to happen, there would need to be a number of changes: further training, development projects of various kinds, attention at different political levels and in the media, and, last but not least, legislation that supported the new role for school libraries. The new Education Act of 2010 made the school library mandatory. Head teachers and policy makers on both school and municipality level were required by law to establish school libraries. . . . Many library associations were involved in lobbying activities to reach this result (Bartlett, Helle and Bibi Eriksson 2013).

In addition to the Swedish school library organisations, other enthusiastic actors joined the initiative, including people from universities, government organisations and municipalities, with the library associations playing an important role and the authors emphasising the relationships that were built up and that were crucial to the success of the advocacy activities. The new law has greatly strengthened the role of school libraries within schools. In the USA, a similar bill called the Right to Read Act was introduced in the US Congress in October 2022, which supports the development of school libraries. “Access to a school library results in a 73% higher literacy rate for all students and an even greater impact for low-income, minority, and disabled students,” says the press release (Reed 2022), quoting the AALS as supporting it, although it will be some time before the bill be-

comes law. Another success story for school libraries comes from Italy. Library associations in Italy were involved in the advocacy programme for school libraries. However, “when the Ministry of Education issued the decree eliminating school library positions”, they were asked to shift to lobbying with the slogan “A library in every school”. These activities were successful and the decree was suspended, but it may be challenged again after the upcoming national elections (Oberg 2012).

Parents can be difficult partners for school libraries when they complain about books and want the library to censor certain material. However, if they say that the book could harm children, they are restricting access to these books for others, which is not acceptable. As parents, they may forbid their own children to read these books or even to visit the library, but they should not be able to dictate this to others. School library advocacy needs to explain why the library will not ban the book and that school librarians are well trained to select books for the school library that will support students in their development in a diverse society. Sometimes this advocacy process requires school librarians to work with teachers and parents who support the right to read, or even to liaise with other groups outside the school. Advocating for this freedom of expression and access to information will sometimes be difficult, and school librarians should contact their library association to learn about the challenges and to get help and support with standard arguments, such as why librarians oppose censorship and how to overcome these challenges. However, in some non-democratic countries, school libraries will find more restrictions and school librarians will not be able to resist the banning of material in the school library. Therefore, it is important to know that librarians are fighting for unrestricted access to information not only in society at large but also in each specific school library. ALA has a website called “How to Respond to Challenges and Concerns about Library Resources”, which is extremely helpful in these situations that are becoming more common in a divided society. Therefore, advocacy for free access to information in school libraries, both print and Internet, is an ongoing task in many countries.

For libraries, advocacy with their decision-makers is never easy, and in school libraries many other elements play a critical role. For example, advocacy can be directed at the Ministry of Education, the municipality and the administration, as well as at school principals, teachers and parents. The ALA-supported organisation “I love libraries” targets parents to become advocates for school libraries. To support this, the organisation provides scientific material about the importance of school libraries for the development of children and young adults on its website (I love libraries 2022).

11.4 Summary of Institutional Advocacy

Due to the direct dependency within their institutions, advocacy for academic and special libraries seems to be more difficult than for school libraries. The good relationship with the administration and with all partners characterises success within the organisation. There is support from library associations in case of conflicts with library material in school libraries. Opportunities to involve external partners and political representatives are possible, as the examples show, but not always necessary. Nevertheless, it is possible to check carefully whether advocacy crosses boundaries that are not acceptable for the institution. In the first instance, one stays within the framework of one's own institution, unless one is involved in other discussion contexts through the library associations. For example, librarians from academic, special and school libraries suddenly become involved in advocacy through regional or national library associations and can develop perfect personal contacts with political decision-makers, which is an opportunity that could also help their library.

12 How to use Government Strategy and Political Parties for Library Advocacy

In general, political parties and governments now have a positive relationship with libraries, especially after the challenges of COVID-19. Whereas 20 years ago there was always the question of whether libraries were still needed because of Google, most political decision-makers now recognise the changes in libraries. This does not mean, however, that they support libraries and take up their demands. Compared to other political issues, library issues do not seem as attractive or urgent to politicians. To better understand the relationship of political groups to libraries and their demands, one should look at government strategies and political party programmes. Some library associations are active before an election and develop some questions to send to the parties, asking them for their views on the main issues of library development, with the answers of the parties then published for the members of the library associations and the public. Below is an overview of some countries and their current views on libraries.

12.1 Government Strategies and Library Responses

It is not easy to find governments that put libraries on the agenda. In general, governments do not include libraries in their strategy, however, it is worth looking and finding out how the current government views libraries. Very often libraries are not mentioned in current policy publications, which may be because responsibility for libraries in a country is spread across different political levels – from local to national – and in different departments or even ministries, while there is not always a clear government strategy for the period of government. Material can be found in government statements and policies, especially at the beginning and end of a government's term. In addition, the publications of the party or parties supporting the current government are also very helpful in finding parts of a strategy, policies and values.

It is important that librarians and information professionals do not just think what they know about government but try to prove it by reading its published statements and policies. All governments publish plans for education and research, and library advocacy can pick up some elements and explain how libraries support these goals in education and research. Lifelong learning is another particularly important issue for national governments from Japan to Brazil, from South Korea to South Africa. While some countries discuss and support IT skills in this area, others are still fighting illiteracy in their populations. In both cases,

libraries and their services offer government solutions. From New Zealand to France, cultural heritage is an important part of cultural policy. Although the focus is often on architecture and art, library artefacts and collections have a role to play, and preservation and conservation are often needed. Digitisation is a policy issue from Europe to Canada and the Middle East; libraries not only have long experience of digitising material, but also of digitisation standards and workflows, however, many governments are not aware of this and need to be told. It helps that those intergovernmental organisations such as ASEAN, AU and EU support digital libraries. Beyond these more obvious aspects, there are many more policy related activities of libraries that need to be put on the agenda of policy-makers, with the best time to do this immediately after an election and even before the government is formed, if there is time for coalition talks (dbv 2021c). When the new government is developing a coalition paper, the library association should write openly about what should be in it for libraries and their users and talk quietly to the different coalition partners to find supporters for its demands. If, in the end, some of these points are included in the coalition paper that is published, as happened in Germany in 2021 (SPD, FDP and Bündnis90/Die Grünen 2021, 122–123), this is evidence of successful advocacy by the library association at the national level.

12.2 Political Party Policies and Library Responses

In some countries, library associations investigate political parties before elections, sending out a list of questions about libraries and ask for answers before election day. A positive aspect of these election touchstones is that they bring library policy issues to the attention of the different political parties. This is an act of advocacy because the parties must deal with the issue of libraries, even if it is assumed that the top politicians will not formulate the answers. However, many aspects of library policy can simply be included in a question about the role of libraries in society or their role in digital change. The questions are chosen and explained in detail in such a way that a certain information and learning process can take place in the parties by reading the questions, which is targeted advocacy for libraries on selected issues as can be seen in Table 1. In the introduction to the election touchstones 2021, the German Library Association explained the role of libraries in society, in access to information and knowledge, in the promotion of reading, in media literacy and in social participation. This first section can be used as a general starting point for advocacy; it identifies points that each policy-maker can use to build on his or her own library experience, while learning some new aspects. This is followed by an indication of the global importance of librar-

ies by mentioning the number of millions of library users worldwide. The subsequent presentation of the more than 9,000 libraries with 25,000 full-time positions and 11 million users in Germany (dbv 2021d) illustrates the strong role of the library association as a political interest group, making it clear that many voters in elections are affected by the fact that the Library Association represents libraries.

Tab. 1: Selected Election Touchstones for Political Parties and Candidates.

Sample*	These twelve questions are sent to parties or candidates in advance of various elections in Germany to find out their views on library issues. The answers are shared with the whole library community before the election.
1.	What is the party's general attitude to libraries?
2.	What is the party's position on a/the library law?
3.	What is the party's position on a library development plan for the country / the region / the municipality?
4.	What is the party's position on digitisation in libraries?
5.	How does the party support public libraries?
6.	How does the party see the role of academic and research libraries?
7.	How would the party support the national / regional / local library association?
8.	How does the party see the situation of school libraries / libraries and schools / and cultural education?
9.	How does the party see the role of libraries in the integration of migrants / the elderly?
10.	How does the party support cultural heritage / preservation / long-term archiving?
11.	What is the party's position on copyright /open access and licensing /e-books?
12.	How does the party support professional development and fair pay for librarians?
	Modify and add additional questions – do not submit more than twelve

*This sample is based on the election touchstones of various state library associations in Germany for the 2018 state elections, which were sent by letter to the parties. It is possible to make it as an interview, but then needs the agreement of the party/politician.

The election touchstones cover some general questions about the role of libraries in society as seen by the different political parties, as well as some of the most pressing issues facing libraries in the new digital environment. Overall, it is remarkable that all political parties in Germany take the time to work through the election touchstones with some degree of thoroughness, which is certainly also a success of the advocacy work of the German Library Association. In principle, the

election touchstones can be a really good support for advocacy, as they convey to the parties the views, achievements and aspirations of libraries by explaining the individual issues using the example of a library as a third place (see Figure 35). If this is done at every federal and state election, it is possible to maintain regular contact with politicians. Following up after the election and building on the parties' responses is particularly important for further advocacy work. From the answers librarians can develop an assessment of how each party sees the role of the library, what detailed knowledge is available and what the parties are willing to do for positive development. The answers thus provide a basis for further, possibly more targeted, library advocacy to present the right arguments at different levels, which can help to influence decisions and also to reduce recognisable prejudices and misinformation about libraries. As the German Library Association detailed, the answers to the questions will be published on their website and will form the basis for further dialogue with politicians after the elections (dbv 2021d). A review of these responses and additional responses for the state elections will provide a good picture of how all parties view libraries. All this will help to prepare targeted advocating of individual parties in the German Bundestag and in parliaments at regional and local level.

Almost the same, but quite different in style, is the example of a Chinese library director who uses official party policy and adapts it to library activities in the one-party state of China. He publishes an article, starting with the Communist Party General Secretary's instructions on work with the elderly, and shows how the Nanjing Public Library and other Chinese libraries develop their services for the elderly according to these instructions (Chen 2021).

12.3 Summary of Library Advocacy Using Government Strategy and Party Policy

In principle, governments at different levels and most political parties worldwide have a positive image of libraries and recognise their contribution to society. The chances for successful library advocacy seem to be exceptionally good, as one can build on trust in libraries and their role in society. More convincing arguments need to be developed to show how libraries can contribute to solving the challenges of today's societies, while there is also a need to educate government officials at all levels and political parties about the current competencies of libraries and their positive impact on modern society to achieve clearer support for libraries. This includes achieving an even greater impact on society through improved services.



Fig. 35: Library as a Third Place in Cologne Kalk. Entrance Area. Photo by Claudia Lux.

13 Library Associations, Library Management, Library Staff and Library Advocacy

This chapter focuses on the role of library associations in advocating for libraries. When it comes to the question of who advocates for libraries, the answer is clear: library associations. Library associations play an extremely important role in advocacy because they bring together different opinions and ensure that library policy issues are communicated as consistently as possible. They can advocate where the individual library director or information professional might be stopped by his or her superior. Library associations do not have a superior who restricts their advocacy activities, and rather the elected body decides which issues to advocate. Thousands of individual library directors advocate for their libraries every day, but they do not often publicise their activities, and sharing success stories is a good way to let others know about these advocacy activities. There are individuals and partner organisations that have a great potential to advocate for libraries, but the real influence comes from library associations, who do not represent a single institution but a large group in society, advocating for the interests of libraries and their users, a kind of representation which is truly relevant to policy makers. Library associations are also concerned with capacity building in advocacy, as they need more trained members to become successful advocates. As one librarian wrote in response to the question “What could IFLA offer?” as part of the Regional Advocacy Priorities 2023 Study Global Results:

For the last six months, I have been conducting an academic research study on this subject in my country. I haven't finished my research yet, but as far as I can see, there are good studies on advocacy like the USA. But in the rest of the world, I still think there is a lack of advocacy in librarians and professional associations. For this reason, I find it important that the deficiencies of librarians and professional associations in advocacy should be eliminated first. How can librarians improve in advocacy? Another issue is how can professional associations be made better in advocacy? These are important questions that IFLA must address.

The role of library associations in advocacy is the theme of IFLA's BSLA advocacy training program (see chapter 13.1).

13.1 International Advocacy Activities of Library Associations

This chapter is more about library advocacy at the international level. The main player in international library advocacy is the International Federation of Library

Associations and Institutions (IFLA). Some aspects such as WIPO, WTO and UNESCO have been briefly described above (see chapter 3.3.6), just to explain the opportunities for libraries to participate in policy-making at the international level. IFLA's role in various international bodies and its specific advocacy for library services in relation to the UN Sustainable Development Goals is described above (see chapter 7).

IFLA is the foremost international voice for the interests of libraries and information institutions, including their users. In recent years there has been a growing awareness of the importance of advocacy for libraries around the world, which was brought to the fore at IFLA by the then President's main theme: "Libraries on the Agenda" (Lux 2006). It became clear that a permanent position needed to be created at IFLA Headquarters to professionally carry out the advocacy work that needed to be done within the UN organisations. At the end of 2007, thanks to a grant from the Bill & Melinda Gates Foundation, the first professional position for library and information advocacy was established at IFLA, with further positions to follow. The reason why the Bill & Melinda Gates Foundation supported IFLA in 2007 with an initial package of one million dollars, and continued to do so in subsequent years, was clear. Their own Global Libraries programme supported libraries in different countries with IT packages and training, and always wanted to have partners in local or national politics to make this use of IT in libraries sustainable. But this did not happen, or only for a very short time. The incoming IFLA president with her theme "Libraries on the Agenda" convinced the Bill & Melinda Gates Foundation that the sustainability of their programme could only be ensured if the national library associations were strong and able to advocate for libraries; funding IFLA's advocacy work and supporting IFLA's training of library associations to empower them would be key to sustainable library development. Since then, IFLA's advocacy work in international bodies and at other policy levels has improved significantly and become more consistent as IFLA has begun to train its member associations in advocacy. In 2010, Global Libraries added advocacy to its own public library programmes and started training advocacy tools under the "Turning the page" label, further developed by PLA.

IFLA's Building Strong Library Associations (BSLA) is a capacity building training programme for library associations worldwide. The training modules have been developed by IFLA based on the idea that the strength of libraries is intricately linked to the strength and potential of library associations, which will help IFLA to develop further. A specific programme was developed and promoted to generate interest, called BSLA, to build capacity for advocacy across the sector, particularly at national level. Participation was competitive, creating a commitment from participants to the programme, with a particular emphasis on training emerging leaders alongside current association leaders. This helped to ensure

that it was not just two or three association members who are trained and hold all the knowledge, which could become a power issue. The trainers were carefully selected to meet the needs of the association with which they were working. Opportunities to share and learn from other associations were provided and success stories were shared. Advocacy and other aspects were measured, and associations had to develop strategic plans. The association then had to provide this training, or some of it, to the other members of the library association (Nicholson 2022).

In 2010, the first core trainers for the main BSLA programme were trained. In addition to training on the role of libraries in society, financial aspects, governance of an association, membership management and how to run a library association, association members received regular training in advocacy for libraries, which is reflected in the BSLA training materials module 5, “Libraries on the Agenda” (<https://origin-www.ifla.org/bsla/learning-platform>). Those trained have been asked and supported to train their library association branches through cascade workshops. In 2012, the BSLA programme reported successful trainings in Argentina, Botswana, Cameroon, Croatia, Kazakhstan, Lebanon, Lithuania, Madagascar, Nepal, Peru, Russia, Samoa and Ukraine, while special sessions for librarians to cascade the training was also provided to Arabic-speaking library associations in Egypt, Lebanon, Palestinian Territories, Sudan as well as Panama, Mexico, Brazil, Peru, Costa Rica, El Salvador, Guatemala, Honduras, Bolivia in Central and South America and Puerto Rico, Guyana, Curaçao, Trinidad and Tobago and St Lucia in the Caribbean and Central America (IFLA 2012a). BSLA activities developed in East and South Asia after 2013 while regional meetings were held in Ghana, Indonesia and Brazil in 2014, with additional regional projects in Francophone Africa, the Pacific and Latin America. A global meeting took place in Manila in 2016.

As the countries are different, the trainers worked with the library association of each country to set objectives. For Botswana, an important goal was to “advocate for libraries in society and the community as part of the new National Library Act and the Botswana National Vision 2016 strategy” (IFLA 2012a), while for Cameroon it was to have a say in the development of library policies by the Ministry of Arts and Culture and the Ministry of Education. Librarians in Lebanon wanted to raise the status of librarians within institutions and in Peru they wanted to promote the value of professional librarians. In Lithuania, librarians wanted to increase the visibility of the association in society and on the national agenda as well as develop new sources of funding, while the Ukrainian Library Association wanted to use advocacy to position the association as a key organisation to represent libraries to national and local governments on issues of librarian status and library funding (IFLA 2012a). The objectives in each country show an awareness of policy advocacy at the highest national level and a deep understanding of the role of the national library association. The BSLA programme is

an excellent capacity building programme and is accessible to all on the IFLA Learning Platform (<https://learning.ifla.org/user/login>) with all modules including case studies, as is Module five “Libraries on the Agenda” and the additional module “School Libraries on the Agenda” which is still extremely helpful in developing personal advocacy skills. In addition, the training material is translated into many languages so that it can be used by librarians around the world. By substituting the word “library” for “library association”, the author was able to use it very well for several leadership training sessions for Qatari staff at Qatar National Library. It is also recommended as individual training for emerging librarians.

In December 2021, IFLA published the results of a survey on library advocacy issues in 50 countries. In addition to advocating for financial support, IFLA asked which of the following different policy areas, ten in all, are the most important for advocacy, with the selection based on the advocacy experience of IFLA and other library associations. The advocacy categories are 1. library legislation, 2. library staff, 3. copyright and open access, 4. literacy and reading, 5. education and lifelong learning, 6. digital inclusion and connectivity, 7. heritage and culture, 8. legal deposits, 9. social inclusion, and 10. division of responsibilities, with the results of the responses that copyright and open access come first.

The IFLA survey shows some differences between some world regions and between the associations and institutions that responded to the questionnaire (IFLA 2021g). In general, the differences are small as all issues of political advocacy are relevant in all countries. Library associations all over the world advocate for financial support while in most countries there is a need for clearer legislation on the status and responsibilities of libraries and their staff.

The survey was repeated in 2023 with some additional questions (IFLA 2023i). Some 151 responses from 67 countries were collected and advocacy issues were analysed according to different regions of the world. The top advocacy categories globally in 2023 were 1. digital inclusion, 2. copyright, 3. education, 4. library laws, 5. literacy awareness, 6. library staff laws, 7. civic engagement, 8. social issues, 9. regional development, 10. heritage, 11. environmental issues, 12. cultural diversity, 13. internet governance, 14. legal deposits. While the two studies cannot be compared, this still gives an idea of how important digital inclusion has become.

In addition, IFLA’s two Regional Advocacy Priorities studies show the advocacy activities of librarians around the world (see Figures 36 and 37) and make it clear once again that advocacy for libraries is first and foremost about values that are an important foundation of our human society.

By collecting the material contained in the various IFLA Standards and Ethical Papers, IFLA members will be able to produce a publication on the subject that can be used for advocacy. One example is that it is the librarian’s responsibility to select library materials according to ethical standards, while the librarian’s

Policies and Laws: Priorities

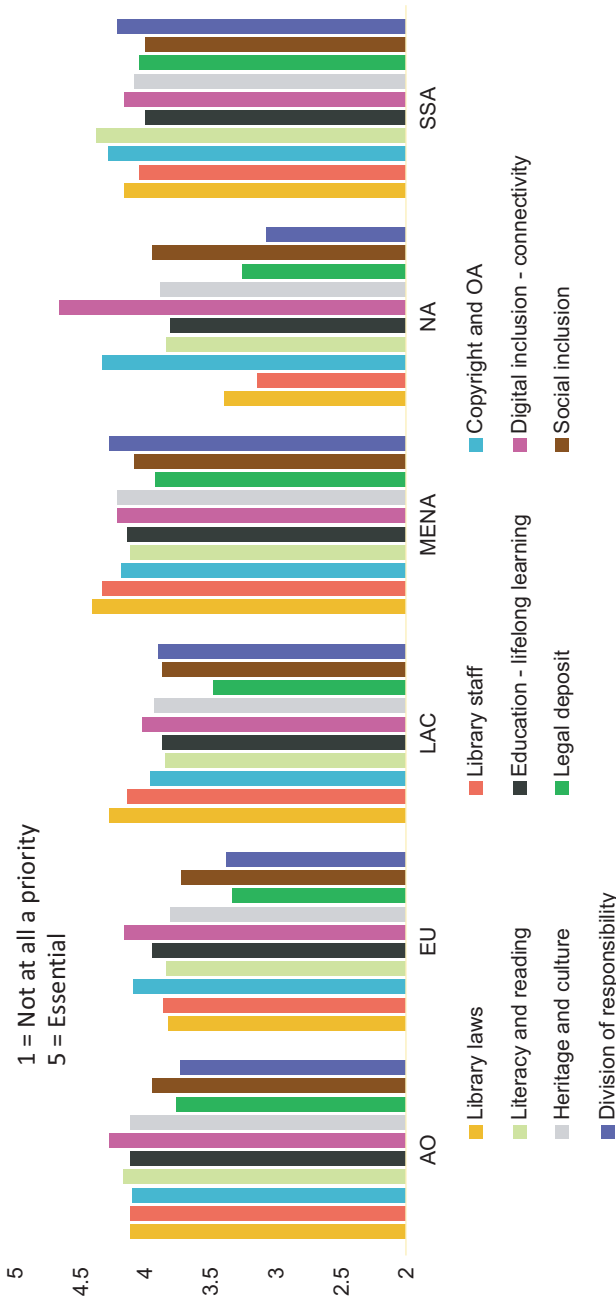


Fig. 36: IFLA Regional Advocacy Priorities Study_2022_ p37 Policies by IFLA. <https://repository.ifla.org/bitstream/123456789/1717/1/IFLA%20Regional%20Advocacy%20Priorities%20Study.pdf>

Lobbying priorities globally

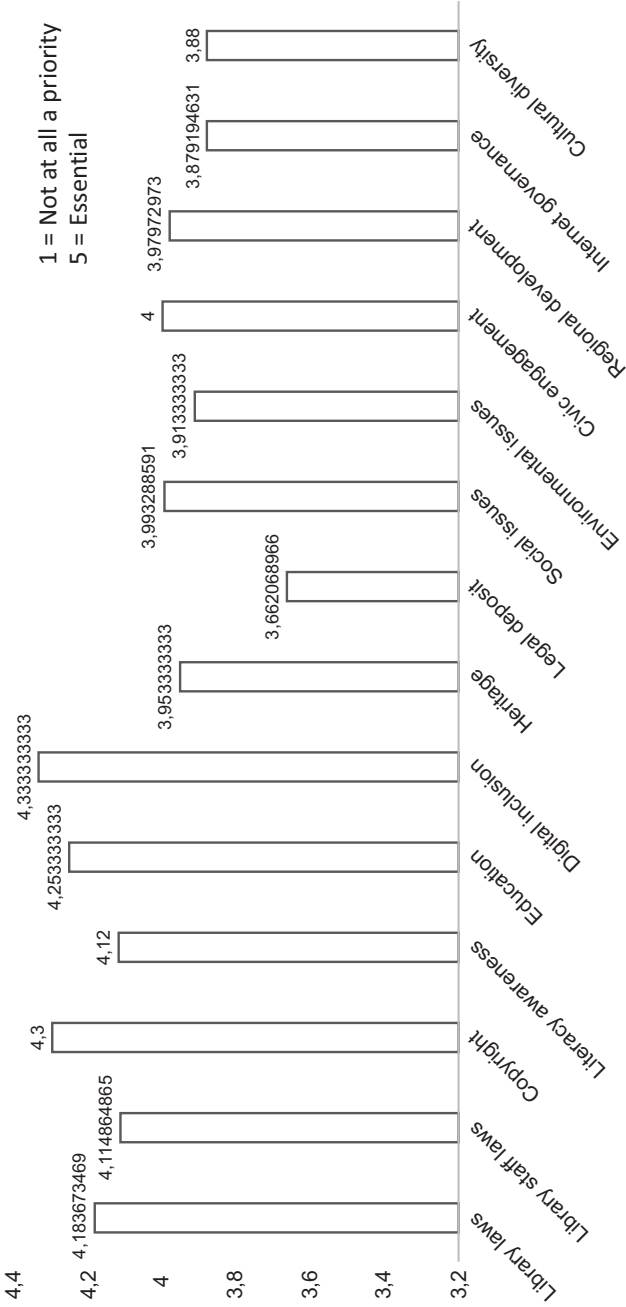


Fig. 37: IFLA Regional Advocacy Priorities Study _2023_p20_lobbying priorities globally by IFLA
<https://repository.ifla.org/bitstream/123456789/2778/1/regional-advocacy-priorities-study-results-2023.pdf>

right to decide on library acquisitions and the need for continuous training can form the basis of a standard on the rights of library staff. Copyright and open access are issues that IFLA's CLM Advisory Board, with its knowledgeable members, has been supporting for decades. Library associations need to review these ten issues in their own country and analyse how their advocacy on these issues will help libraries and librarians in their daily work, and can work with library associations in their world region to share experiences and collect arguments. IFLA's professional sections have developed standards on issues such as cultural heritage and legal deposits that can be used, while the material on the IFLA website will make it easier to put together the right arguments and prepare for advocacy meetings with policymakers. In the future, IFLA's advocacy staff will be able to prepare materials on each of the issues mentioned, explaining the main aspects and supporting them with documents that can be used for argumentation. Library associations will make good use of this in their advocacy work in their countries.

Because advocacy is so broad, IFLA Headquarters wants to motivate librarians around the world to participate in library advocacy at all international levels, including the United Nations, with the support of IFLA's regional divisions. IFLA's six Regional Divisions, Asia-Oceania, Europe, Latin America and the Caribbean, Middle East and North Africa, North America and Sub-Saharan Africa, are important advocacy activists as they "have a special focus on building stronger advocacy for libraries" (<https://www.ifla.org/regional-structure/>). The UN has established the High-Level Political Forum on Sustainable Development (HLPF) as the central platform for the follow-up and review of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. Regional meetings are being organised, and IFLA's regional divisions participate in these meetings and advocate for the role of libraries in achieving the SDGs, with one example being the Asia-Oceania Regional Division. This IFLA division has a strong focus on advocacy, identifying priorities for the region and defining and implementing action plans to address them. They participated and advocated at the UN Economic and Social Commission for Asia and the Pacific in Bangkok in 2022 and shared information on the power of libraries for development (IFLA 2022c). In Europe, the United Nations Economic Commission for Europe (UNECE) established the Regional Forum on Sustainable Development to review the implementation of the 2030 Agenda for Sustainable Development. In 2022, IFLA's European Regional Division Committee participated and advocated for libraries at its meeting in Geneva (IFLA 2022a). To show how libraries support the SDGs in practice, the success stories of the Library Map of the World were presented, illustrating why it is important to collect and upload more stories.

A representative of the Latin American and Caribbean Division attended the Forum of Latin American and Caribbean Countries on Sustainable Development in 2019. The local IFLA representatives disagreed with Brazilian country report and wrote to the national associations:

We recommend library associations chair to listen to the reports made by the representatives of their countries to verify the information included therein and to evaluate what is actually going on. For instance, in the case of Brazil, the submitted report differs from the experience of libraries and other civil society actors on the ground. In order to highlight this situation, the Brazilian Working Group on the 2030 Agenda, in which the Federation of Brazilian Library Associations (FEBAB) participates, prepared an open letter reporting the setbacks in Brazil and how they hinder the conquest of rights in Latin America. This document was submitted to the Executive Secretary of the Economic Commission for Latin America and the Caribbean (ECLAC) by Alicia Bárcena on 9 March. Key points in this letter are echoed in the Spotlight Report, which has a significant impact on the whole region (IFLA 2022e).

The Spotlight Report shows the opportunities that library association representatives must advocate for realistic and accurate SDGs, if they act immediately and have partnerships at the national level to support them. They can illustrate the reality in the country, even if the government wants to paint a pretty picture.

IFLA's Middle East and North Africa Regional Division Committee (MENA RDC) organised an online seminar on "Libraries in the Plans of the Sustainable Development Goals" with the Cluster Leader, 2030 Agenda and SDG Coordinator from the United Nations Economic and Social Commission for Western Asia (UN-ESCWA) as the main speaker. Various examples from the region show how libraries are supporting the SDGs in their countries, such as a public library in Tunisia that is setting up a digital literacy club for older people (IFLA 2022i). And IFLA's Sub-Saharan Africa Regional Division Committee (SSA RDC) is organising a panel discussion as a side event of the UN Regional Forum on Sustainable Development in Africa. The theme of the discussion is "Building forward better: African library partnerships for inclusive information and education towards agendas 2030 and 2063". In support of the SDGs, the Digital Inclusion Team of the IFLA North America Regional Division hosted an online seminar entitled "Digital Inclusion and Libraries in North America: Prospects and Challenges", targeting the fact that more than one in five Americans still lack broadband internet at home (IFLA 2022g).

As the regional divisions represent so many library and information associations and libraries in so many countries, they have a good chance of being heard at the Regional Forums on Sustainable Development. However, it is not easy to get libraries on the agenda of these forums. A success such as the spotlight report in Latin America is a big step forward and shows that active advocacy can be successful. The reports on the activities of the IFLA Regional Division show libraries

and information institutions around the world what can be done and how they can support these advocacy activities.

In 2021, IFLA called on its members and supporters to “Engaging in advocacy” and offered opportunities to engage in library advocacy at the international level, starting with UNESCO’s International Year of the Creative Economy for Sustainable Development. IFLA took this opportunity to advocate for libraries on this issue: “Libraries are a key resource for fostering equitable participation in culture on the local, national, and international scale. This International Year is an opportunity to focus on library advocacy for culture, access, and sustainable development” (IFLA 2021f). In addition, policy papers, IFLA advocacy activities and advocacy tips were published in various sections of the IFLA website. Under the link “What we do”, the topic “Advocacy for libraries” contains additional material. Here is a small overview of what kind of material is available to support international library advocacy.

Sustainable Development features the activities of the regional divisions in 2022 on the SDGs. IFLA is always adding up-to-date materials to learn more about libraries and the SDGs, and also informs library associations about the trends for the coming years. An important topic will be how libraries address the climate emergency and action for climate empowerment with the ACE action plan and research on ACE in libraries. IFLA sees library collections as supporting climate action and shared its activities for COP28 at the UN Climate Change Conferences in 2023 (IFLA 2023c). Again, there are many opportunities for library associations and librarians to be informed and to integrate these elements into their daily advocacy work or to support IFLA at the international level.

Copyright and Access to Knowledge presents the activities of a coalition of 42 organisations at WIPO to promote access to knowledge in all countries and to advocate for copyright exceptions for libraries. To understand more about these activities, the organisations developed a mission statement for their Access to Knowledge Coalition (A2K):

The members of this coalition represent educators, researchers, students, libraries, archives, museums, other knowledge users and creative communities around the globe. Our individual missions are varied but we all share a vision of a fair and balanced copyright system that is underpinned by the Universal Declaration of Human Rights. The A2K Coalition calls for a fair and balanced international copyright system that is underpinned by the Universal Declaration of Human Rights (A2K 2022).

Their aim is to remove barriers to education, research and cultural heritage, and they publish key arguments for debate and advocate for balanced copyright at national level. IFLA’s main legal advocacy issues are international copyright reform, promoting openness, supporting national and regional copyright reform,

digital lending and the Marrakesh Treaty. Library and information associations are supported in their advocacy on copyright issues such as the South African Copyright Amendment Bill 2022, where IFLA comments on and opposes proposals that will have a negative impact on the work of libraries (IFLA 2022h).

IFLA advocates for an inclusive, rights-based information society and works with UNESCO, WSIS, IGF and the Office of the United Nations High Commissioner for Human Rights to uphold intellectual freedom and promote human rights, values-based internet governance, access to culture and education, digital inclusion, skills for a digital world and freedom from discrimination (IFLA 2023i). Library associations can get help with advocacy on all internet-related issues. IFLA supports a balance between protection from harm and discrimination and the rights to freedom of expression and privacy, which is not an easy solution. IFLA saw future trends in 2023 in the continuing tension between privacy and the fight against harmful content, the liability of intermediaries (such as Google, Apple, Facebook, Amazon – GAFa) under the microscope, the need to protect libraries from GAFa-style regulation, evolving global internet governance, crypto, Web 3.0 and the metaverse, new connectivity technologies, AI and fourth generation rights, while also reminding library associations not to forget digital inclusion (IFLA 2023i).

A supportive environment for libraries is another of IFLA's areas of advocacy, where it supports the right combination of infrastructure, library legislation and financial support for libraries. IFLA works to promote and protect culture and heritage by supporting cultural participation and diversity, preserving cultural heritage for the future and developing the IFLA Risk Register and centres for preservation and conservation in many countries. In 2023, the key issue was the destruction of cultural property in armed conflict (IFLA 2023e).

It is clear that the integration of advocacy into the strategic agenda of the organisation has been one of the successful aspects of IFLA after 2008. The consolidation of advocacy efforts within the Strategic Plan to provide a solid foundation for the organisation, and the linking of the President's Programme to the Vision and Strategic Plan, has created a strong and focused advocacy platform for the organisation. In addition, a Leaders Programme was introduced to increase the capacity and diversity of the organisation's membership to represent and advocate at international, regional and national levels. The diversity aspect was extremely important for UN and UNESCO advocacy as they no longer wanted English speaking white males. The programme was not a leadership or management programme, but a leadership programme that enabled emerging leaders from around the world to learn the arguments and become able to advocate for IFLA and make interventions at international meetings such as WIPO (Nicholson 2022).

One of the outcomes of this programme, which is still useful in some ways, is the 2014 IFLA Leaders Programme Library Advocacy Toolkit, which provides citations for library advocacy in general and presents some case studies of successful advocacy, mainly at the community level, with some of the online resources still active. Current case studies and statistics are now collected in IFLA's Library Map of the World (<https://librarymap.ifla.org/>), where library associations and libraries are invited to provide material and success stories to show the impact of libraries. Some resources explain how to participate and why this is an important activity, especially for libraries and the Sustainable Development Goals (IFLA 2018). Submitted material will be cited in international advocacy for libraries, while there is also a training module on successful storytelling.

IFLA has also produced the 100 Advocacy Tips, which have been published on a blog. The website is an “informal forum for sharing ideas about the key policy and advocacy challenges and opportunities for libraries around the world . . . Remember the goal of the series, as set out back in 2020 – that in a busy job with lots of competing priorities, it can be really helpful to provide short, accessible opportunities to learn” (IFLA 2022f). The 100 advocacy tips show some excellent advocacy tips in the interpretation of this book and many more on how to market your library. The first 50 advocacy tips have been translated by FEBAB into Portuguese for the Brazilian library community to support the advocacy competence of all members (see chapter 13.2).

In 2015, IFLA produced a second edition of the IFLA School Library Guidelines and published a new School Library Manifesto 2021, while at the time of writing the current version of the 2021 Manifesto still must go through some committees and be endorsed by UNESCO before it is published with the UNESCO stamp. Both documents are especially useful for school library advocacy. Overall, IFLA presents a lot of material that supports advocacy for libraries at all levels, from the community to the national and international levels.

The International Association of School Librarianship (IASL) has been “advocating for school libraries around the world since 1971” (<https://iasl-online.org/>). They have a long policy statement on school libraries, starting with Principle 7 of the United Nations Declaration of the Rights of the Child.

IASL gives detailed information on how school libraries should be equipped in terms of space, materials and technology. In addition:

the International Association of School Librarianship advocates that school librarians be qualified teachers who have, in addition, completed professional studies in librarianship. This type of preparation ensures that teachers receive assistance from, and cooperatively teach with, professional personnel who have an understanding of the principles and practices of effective teaching, the educational program and practices of the child's school (IASL 1993).

This is not yet the reality of many school libraries around the world. IASL is therefore stepping up its advocacy activities.

IASL, together with IFLA's School Library Section, has developed an advocacy course for school librarians that is linked to IFLA BSLA Training Course No. 5 "Libraries on the Agenda" and is called Training Course 5a "School Libraries on the Agenda". The material includes the training material, a trainer's manual, case studies and even video clips (IFLA 2010b), and is designed to help develop the leadership skills of those involved in school libraries and to ensure their continued development. Some of the success stories and other school library advocacy material can also be found at <https://schoollibrariesontheagenda.wordpress.com/>, where a detailed report of the IASL School Libraries on the Agenda training in 2013 is described and a significant amount of additional advocacy material is offered. Part of school library advocacy is less focused on dealing with policy-makers and more on supporting school library marketing campaigns aimed at parents, teachers and students. The International Association for School Libraries has a special website on advocacy (<https://iasl-online.org/advocacy>) with links to school library advocacy from various school library associations; the association has produced a document "Advocacy for School Libraries" with 11 bullet points and supporting advocacy materials (IASL 2015). After eight years, not all the links provided are still active, but in general it is a basic support document for school library advocacy. Some of the material points to ALA or AASL advocacy websites, provides some training and adds a lot of useful material for school librarians who need support in advocacy. It supports both aspects: advocacy with policy makers and advocacy for library support through partnerships and stakeholders.

13.2 A Selection of Library Associations with Strong Advocacy Activities

Beyond IFLA's current international issues, some library associations have been developing their advocacy activities for some time and have collected training materials and helpful arguments about the role of libraries in society. Here is a small selection of what is available to support advocacy at national, regional and local levels.

The American Library Association is well known for its advocacy activities and materials, which are not only aimed at decision-makers but at a much wider audience. Its material includes many public campaigns and marketing aspects for libraries. ALA has a year-round calendar of advocacy activities and provides background material on specific policy perspectives such as "Libraries and Broadband" (Bryne and Visser 2022). The focus here remains on ALA advocacy and pub-

lic policy. As a result of ALA's advocacy during and after the COVID-19 pandemic, American libraries received a great deal of financial support for their services, including the development of broadband for libraries and their patrons; ALA continues to see funding, broadband equity and fair use of copyrighted material as key issues. ALA has developed a program for ALA board members at all levels who want to support advocacy, asking them to tell ALA about their personal relationships with public officials, from U.S. representatives and senators to local government, which can be a good model for library associations around the world as it facilitates relationships with policymakers. This is demonstrated by an example from Malaysia where the excellent political support for Malaysian libraries came from the husbands of three female members of the library association (Begum 2022) This does not mean that library advocates always must marry policymakers. Relationships with elected officials can be strengthened by knowing more about the state's legislative agenda and policy priorities, and by inviting them to the library with media coverage. ALA trains librarians to learn what politicians care about:

Do your homework. What issues are important to your elected leader? What committees do they serve on? What was their profession before their political career? What are their personal interests? How do their interests intersect with your library's services? You can find some of this information directly on the leader's website. Sign up to receive regular email updates from your legislators to stay current on their messaging and activities. Attend regular town hall meetings and local community events to show that libraries are important stakeholders in decision-making that impacts library users (i.e., every voter) – and so that they can put a face with a name on all your communications with them (ALA 2020).

Some ALA member organisations, such as the Public Library Association (PLA), have specific advocacy tools. The former Bill & Melinda Gates Foundation's Turning the Page programme for public libraries, launched in 2014, is being developed by the PLA. The full programme consists of 15 sessions with the goal of writing the library's advocacy plan and trains public librarians to advocate for the library with community leaders and provides advice on how to reach out to partnerships and stakeholders for the public library. At the end of the course, trained librarians will be able to identify target audiences, review existing perceptions, use information and impact data, develop advocacy messages, create an advocacy story, develop traditional and social media strategies, review existing partnerships, practice effective presentations and funding applications and write a complete advocacy plan (PLA 2014). The course can be used in many countries and has been delivered in several countries in Europe, Latin America and Africa. The essence of the course is also relevant to special libraries, school libraries and academic libraries.

The American Association of School Libraries (AASL) has its own definition of advocacy. They define it as an “on-going process of building partnerships so that others will act for and with you, turning passive support into educated action for the library program. It begins with a vision and a plan for the library program that is then matched to the agenda and priorities of stakeholders” (AASL 2015). Their advocacy training and information on advocacy focuses on partnerships, which is the most important aspect for school librarians and a key aspect for the development of school libraries.

The Special Library Association (SLA) has chapters in the USA, the Arabian Gulf, Asia, Australia and New Zealand, Canada and Europe. They have a members-only advocacy toolkit to help their members demonstrate the value of the special library to their stakeholders; special librarians and information professionals should use the toolkit to illustrate how essential information professionals are. The toolkit includes material on developing mission and vision statements, communicating through storytelling, working with disengaged management, metrics: the “how, what and why” of what you do, and engaging in external benchmarking, but is all members-only material (SLA 2023).

The Association of Research Libraries (ARL) in the USA has a particular focus on advocacy and public policy in education and research. Its advocacy coalition partners include learned societies, education, science funding and open access groups, IFLA, SPARC and the Library Copyright Alliance. Advocacy issues include academic freedom, broadband and open internet, civil and human rights, government information, higher education policy, open science, budget and international student issues (ARL 2023).

The Chartered Institute of Library and Information Professionals (CILIP) is the library and information association in the United Kingdom (UK). Its advocacy activities are wide-ranging. CILIP is calling at the central government to invest in libraries and advocates the lending of eBooks. Uniquely, and perhaps of interest to other countries, CILIP supports the All-Party Parliamentary Group on Libraries, which promotes the role of libraries in society and economy. Other advocacy activities include public campaigns for libraries, for school libraries, for “Libraries Matter”, for “Facts Matter” and more (CILIP 2023). Their special advocacy training, called the Impact Toolkit, is for members only.

In France, *l'Association des Bibliothécaires de France* (ABF) has the task of defending the role of libraries in public policy and they have a commission to advocate for libraries with politicians and decision-makers. Advocacy for libraries has been successful, as in 2021 a library and reading development law (called *la loi Robert*) was passed to strengthen the role of libraries and reading in France. It promotes explicit pluralism of ideas, equal access to public services and neutrality (Alison 2022). The new advocacy committee will talk about libraries during

election campaigns, with its tasks including advocacy in the form of campaigns to promote libraries in society (ABF 2022).

In 2009, the Polish Association of Librarians (SBP) published a ten-year strategy for 2010–2021. The strategy includes a SWOT analysis which clearly states: “Too little influence of the Association on shaping the real library policy in Poland” and “Decision-makers’ low awareness of the role of libraries in the development of an information society” (Polish Librarians’ Association 2009, 10–11). Certainly, this analysis is not unique to Poland. As a result, their strategic goal is to gain real influence on the shaping of Polish library policy and practice, with the first objective to increase the role of the Polish Librarians’ Association in drafting laws that influence the development of libraries and the position of the librarian profession, with the indicators “adoption and implementation of a new law on libraries based on materials prepared on the P[olish] L[ibrarian] A[ssociation]’s initiative” (Polish Librarians’ Association 2009, 12). They want to define a project for the development of the law, present it to the government and have controlled contacts with the relevant ministers on this issue. In 2015, the new copyright law in Poland included provisions that allowed digitisation for socially beneficial purposes, such as education and preservation of cultural heritage (Szczyńska 2016). The activities of the Association in advocating for libraries with the government were developed, and in 2022 it published the appeal to be exempted from the 10% energy saving, however, the Ministry of Culture could not agree to this (SBP 2023).

In the Malaysian Library Association, library advocacy began soon after Malaysia became independent in 1957. They had to successfully advocate the government for the establishment of a National Library, to develop a National Library Act and legislation on public and school libraries (Begum 2022). To this day, the Malaysian Library Association has not stopped advocating for libraries at various levels.

In New Zealand, the Library Association LIANZA has the following key advocacy priorities: sustainability and climate crisis, copyright, digital equity, open access, information literacy and literacy. Their standing committees on Copyright and Freedom of Information provide advocacy on these key policy areas and increase the relevance of LIANZA’s voice in government submissions and wider advocacy. They are adding a new advocacy issue: the beautiful free public libraries (<https://lianza.org.nz/about/what-we-do/advocacy/>).

ALIA, the Australian Library and Information Association, supports advocacy campaigns that market the various services provided by libraries in Australia. Advocacy to policymakers is focused on the 2022 election with ten policy asks, two funding asks, three legislative asks and a guide on how to contact a representative (ALIA 2022). The ten policy asks aim to reiterate the lack of recognition of the role

libraries play in society, which is an important part of library advocacy worldwide but not as important as the other issues related to library users. Copyright issues and the UN Sustainable Development Goals are additional advocacy issues at different political levels.

In India, the Indian Library Association does not have an official advocacy committee, but it does advocate for libraries by writing letters, such as a letter to the ministry in 2016 that requested that libraries be included in the draft National Education Policy (Husain 2016). Libraries are now, at least, mentioned in some parts of the Government of India's draft National Education Policy (Ministry of Human Resource Development 2019).

Over the years, the Library and Information Association of South Africa (LIASA) has successfully advocated for library policies, new library buildings and legislation that all schools should have school libraries. However, they are still advocating for better legislation on open access and copyright, which is much harder to achieve (Tise 2022).

FEBAB in Brazil uses IFLA's series of posts "The Library's 10-minute Advocacy" (see chapter 13.1), with this initiative based on the translation of content published on IFLA's Library Policy and Advocacy blog, with the material translated into Portuguese with local adaptations to train their members. They have been publishing the material on their website for more than a year and by April 2023 number 50 of the 100 has already been made available (2023). Any library association can immediately train librarians to develop advocacy skills by translating this IFLA material into their local language. It is one of the easiest ways to learn about simple advocacy methods and tips for marketing the library.

Library and Information Germany, *Bibliothek & Information Deutschland (BID)*, is the umbrella organisation for library associations in Germany. It is a loose umbrella organisation that aims to motivate its members to advocate for libraries. Members of all associations worked together on a position paper for policymakers, which explains the important role of libraries in providing media and information literacy (BID 2011) and was published to advocate the Parliament's Internet and Digital Society Commission. The booklet formulated very specific actions for the federal, state and local governments. The federal government was to organise a national summit on media and information literacy to raise awareness in society. The activities and successes of libraries in teaching media and information skills were to be presented. The summit was to create a network of librarians, information professionals and those responsible for education and schools. The federal states were asked to include media and information literacy as a core competence of libraries in library laws and to include it in the curricula of all types of schools.

Furthermore, in higher education, accreditation of bachelor's and master's degree programmes should only be possible with a subject-related information literacy course, so that students acquire key competences for their professional qualification in the information society. According to this policy paper, municipalities should fund additional library staff to teach media and information literacy in public libraries and support playful media education in kindergartens and pre-schools. Based on a spiral curriculum, media and information literacy should be taught to pupils of all ages in cooperation between libraries and schools. Municipalities should encourage public libraries to provide media and information skills to small and medium-sized enterprises, the unemployed and senior citizens to improve their economic and personal opportunities in the information society (BID 2011, 2–3). Although not fully implemented, all these acts provide good arguments for the role of libraries in society. Indeed, the advocacy work of library associations in the commission on information literacy was successful (see chapter 9.2).

The title of the BID brochure “Media and Information Literacy – Always with Libraries and Information Services” can indeed be turned into a strong advocacy demand. Librarians and information professionals are calling for media and information literacy training in schools and universities to be delivered only by trained librarians or information professionals. This would ensure that media and information literacy education is not limited to Internet searches provided by teachers but encompasses the full range of skills. In this way, future generations would be better prepared for lifelong learning, however, this contradicts current efforts in Germany to train teachers in information literacy so that they can teach this subject in the classroom. This example shows how advocacy for libraries can develop when decision-makers do not understand the professional background. Compared to other professional groups that have been granted exclusive rights by legislators and politicians for certain professional tasks to boost their private market (e.g. lawyers, tax consultants, property managers, to name just a few areas in Germany), librarians have not yet reached this model.

Political position papers help to support library advocacy with perfect arguments. In recent years, the German Library Association has intensified and improved its advocacy work by focusing on specific policy issues and producing policy position papers, working with political decision-makers to achieve meaningful changes in laws or decisions for libraries. The main issues in Germany are copyright in the digital world with the areas of EU directives, German copyright law, barriers in education and science as well as eBook lending, public lending right royalties, involvement of libraries in EU strategies such as the AI strategy and the data strategy as well as national strategies such as the digitisation strategy, the German sustainability strategy, the education strategy paper and in funding lines such as reboot culture, *DigitalPakt Schule*, educational infrastructure

and broadband expansion. In addition, position papers have been published on public libraries in 2016 and 2021 (dbv 2021b) and on academic libraries in 2025 (dbv 2018), covering advocacy issues such as Sunday opening hours for public libraries, library legislation and library development plans, participation and democracy, controversial material in libraries, cultural education, libraries and schools, provenance research, preservation of written cultural heritage, VAT and, last but not least, sustainability. The German Library Association provides a good overview of each policy issue.

Copyright is clearly the key issue, with the German Library Association responding tirelessly and very competently to the various statements, explaining the position of the libraries and defending the exceptions. The issues of eBook lending and licensing are particularly hot topics, although librarians and information professionals have been campaigning for them for over eight years. So far, it has not been possible for every eBook to be licensed and lent by libraries immediately after publication, as is possible with printed works when the library buys them. In the case of books, the remuneration for lending is regulated, as the federal states pay money to the collecting societies for the lending rights of the libraries. This could also be a model for the remuneration of publishers and authors for eBooks, but there is no progress in the discussion.

Another issue is the involvement of libraries in strategies. Involvement in strategies can mean not only consideration and recognition for the work done in society, but also being involved in appropriate support measures in the future. Advocacy is difficult here, because strategies are developed in some ministries and are often well developed before the library association learns about them.

The German Library Association has developed a sample letter to help libraries that are politically attacked from the right spectrum about certain books in their libraries, to help them argue against any kind of censorship (dbv 2019b). The association has also written a statement on participation and democracy that explains very clearly how libraries guarantee access to information, provide media literacy against fake news and are guarantors of freedom of information (dbv 2019a).

The main advocacy demands of the German Library Association are attractively presented in the reports about libraries with simple explanations and underlined with short arguments that librarians and information professionals can well use in their own advocacy work. The current report on the situation of libraries 2020 deals with the following demands of the German Library Association:

1. Use the crisis as an opportunity for digitisation,
2. involve libraries in the Sustainable Development Goals strategy,
3. finance more building work as a result of increased use,
4. fund research data infrastructure,
5. make the promotion of reading a priority in education policy,

6. strengthen media education in the community environment through libraries,
7. and finally, to invest in libraries (dbv 2020a).

The new demands of the German Library Association in 2023 are as follows, showing a greater concentration of legislative changes:

1. Library budgets to be adjusted to account for inflation and for infrastructure measures to be prioritised,
2. public libraries to be legally permitted to open on Sundays,
3. eBook lending in libraries to be legally regulated,
4. libraries to be systematically provided with the legal rights relating to all-day childcare
5. the personnel recruitment process to be more flexible, more open and faster,
6. the access to data to be legally safeguarded by means of a Research Data Act,
7. funding programmes to support open access academic publishing for libraries (dbv 2023).

The State of Libraries report of the German Library Association is aimed at decision-makers, and its form and content are right on target. The paper is important for all librarians and information professionals who want to support their advocacy work with good arguments, even though many issues, such as eBook lending, have remained unresolved for years.

Reaching politicians is particularly successful when they can be offered a stage at a library policy congress (<https://www.dbv-bundeskongress.de/>). The first National Library Policy Congress in Germany took place in March 2018, with the theme “Access and Participation in Digital Change” where, in addition to representatives of associations and academics, there were high-ranking political representatives from the federal and state governments, municipal umbrella organisations, members of parliament and representatives of political parties. The second National Library Policy Congress took place in March 2021 where, again, high-level decision-makers were present and political views were exchanged. The organisation of the congress alone helped the German Library Association to strengthen its relationship with politicians at various levels.

At national and regional level, library associations, with their staff and board members, are actively involved in advocacy. Without the associations, advocacy would be purely local. Strengthening the associations is essential as they advocate on a broad basis for the profession, for the role of libraries in society and for library users, which are key elements that no library can achieve on its own. Through this long-term and regular advocacy, positive developments in laws and regulations and in the recognition of libraries take place. With the involvement of their members, library associations can significantly increase the potential for successful advocacy. With the support of the members, not only does targeted ad-

vocacy towards the members of parliament take place in many countries, but at the same time the skills of the librarians in conducting advocacy talks are significantly improved. This creates a basis for further advocacy work for their own library.

The Colombian experience of libraries advocating for exceptions and limitations for libraries in their copyright law shows that library advocacy can be restricted by the administration. Before the law went to Congress, the final versions were drafted without the direct participation of public libraries, as they had to align themselves with the Copyright Office of the Ministry and keep quiet. The result was that the copyright law was changed on the issue of public lending, but not digitally. As one lawyer said: “We managed to do the first part, but not the second part. In Colombia we got a good law for the 20th century, all those that was forbidden and was outrages was corrected, but we do not have a law for the digital realm” (Botero 2023). Library associations are sometimes better off because they are not a public institution that can be silenced, and they can act as part of civil society.

13.3 Library Manager and Library Advocacy

When it comes to local advocacy, it is always the library management or public relations staff who represent the library. This is because policy makers see the executive as the recognised representative of the library, or similarly, press officers are known as the mouthpiece of the institution. Not everyone who successfully runs a library is automatically a successful advocate. The basic rules can be picked up quickly through various actions and simple trial and error, and by being the official representative of a library, even a small one, that person is always empowered to advocate. This person will be responsible for the implementation of the plans to be decided. However, as shown above, there are many association websites with training programmes for library advocacy at different levels and there is no way around it, because taking on a leadership role in a library today includes the basics of proper advocacy.

However, it is no longer enough for library management alone to comment on library policy. All librarians and information professionals are called upon to support advocacy for their library, to take libraries with them in the digital changes and to give them an appropriate place in society. How can a library worker advocate? It is crucial to tackle prejudices and to see oneself as part of an advocacy group for libraries, promoting one’s own library repeatedly so that its new and old services become known to everyone. There is an urgent need for more reporting on the digital changes in the library, in the press, among friends,

in children's schools, among students and academics, and in old people's homes. At present, librarians cannot promote the new library services enough. Closures during the COVID-19 pandemic have ensured that libraries' digital services have expanded, and their use has increased significantly. Openly advocating access to all eBooks is an active part of the library association's advocacy, with all arguments are published on the website of the German Library Association. The more librarians spread the word, the more people who have nothing to do with libraries learn new things about what libraries can offer, and the image can change accordingly. If libraries present themselves in all their diversity and publicise their new role in society, especially in sustainability, more young people, who are urgently needed, can be attracted to the profession. And not just those who like to read, but also the computer hackers and event organisers, those interested in democracy and sustainability, the children's readers and programmers, and the politically active. Promoting one's own library is a good basis for advocacy, because it draws attention to the role of the library in society. On this basis, the necessary concerns and demands of library advocacy can be disseminated and support partners can be found.

13.4 Library People and Advocacy

In explaining the role of library associations and library management in advocacy, there is a third element that supports the position of libraries in society and helps in advocacy: every librarian. Every librarian and information professional can become a leader of the library association without being a library manager. But even if the librarian or everyone who works in a library is not actively involved in the association, everyone can be involved in advocacy wherever they work and wherever they live. This is not just about inviting community members, students or researchers to come to the library and experience the new services; it is about speaking with passion and enthusiasm about the role of the library in society. For everyone, from children to young adults, from students to job seekers, from families to researchers, from hobbyists to the elderly, the library provides services that enrich their lives and empower them. This is soft advocacy. But all library staff can also advocate to local decision-makers, to the aunt who is a parliamentarian or to the nephew who works for a member of the government.

In an article entitled "How teamwork busts the three biggest myths about library advocacy" (Wyber 2021), IFLA's Director of Policy and Advocacy explains how individual library staff can contribute to library advocacy.

Myth one: Advocacy is just about lobbying. First of all, to be clear, lobbying is part of success. [. . .] But it is only part of success. [. . .] Changing minds and attitudes among decision-makers starts well away from town halls, county councils, or national legislatures. Successful advocacy is the result of a much wider – and longer-term – effort to win people over through showing what libraries can do and why our institutions need to be supported at all levels. [. . .]

Myth two: Library advocacy is a full-time job. You do not need formal training or to dedicate many hours a week to contribute. { . . . } Contributions to this can come in many forms. One of the most effective ways to change the minds of decision-makers is to shape the views of those who influence them: voters, journalists, commentators, even their friends and families. Working at a grassroots level, convincing one person at a time of the need for adequately supported libraries, is vital. Other contributions can include the gathering and presentation of stories and other evidence, monitoring developments in the places where decisions are taken, or using social media or design skills. [. . .]

Myth three: Some people are simply not good advocates. 100% wrong. So wrong. So super, extra, ultra, very wrong. Advocacy is about much more than being able to know your way around a town hall, parliament, national assembly, or congress. [. . .] There is as much place for someone who is great at collecting stories, examples, or data as there is for an extrovert who feels comfortable on the stage at a public meeting. In a world of social media, being an effective writer or designer can count for as much as great interpersonal skills. We also need people who can build networks and support in communities just as much as we need those who can follow and understand legal processes. [. . .] Everyone can and should play a role (Wyber 2021).

Wyber points out how valuable the involvement of each individual staff member is and how it helps to support advocacy for libraries. The importance of many library staff supporting library advocacy is obvious, as libraries are grassroots institutions, close to local residents or new university students. It is at this level that they can influence people and ensure that the stereotype of libraries and library services is changed, which will be of great benefit to advocacy in general.

Many library associations offer courses and information on advocacy on their websites. There is also the free short training module 5 “Library on the Agenda” and module 5a “School Library on the Agenda” of the package “Building Strong Library Associations” on the IFLA Learning Platform, which provide a brief introduction to advocacy. The tips at the end of this book can also be immensely helpful for those new to advocacy (see chapter 17). However, the best individual advocacy is simply to talk about the wonderful profession of librarianship or information profession and how information institutions and libraries serve everyone, in the club, the bakery, the gym or any other place in society.

13.5 Summary of Associations, Management and Staff in Library Advocacy

The associations are the core of library advocating. They take up the relevant topics, work out the argumentation guidelines and contact the relevant decision-makers. In advocacy at the national level many things are not visible, neither in papers nor in reports. Meetings in ministries or with political representatives are rarely made public. This creates the opportunity for a level of trust at the meeting. Coordination between different associations is an especially important aspect for success since politicians are more likely to put an issue aside when there are different views. Clear communication and to speak with one voice are the key for success. This is desirable to achieve further improvements for the libraries and their users.

Library Associations also train their members in how to advocate and strengthen the competence of providing good arguments for libraries in society. This builds capacity and the members thus become more confident in talking to political decision-makers. Library management is a key player in library advocacy, but the library staff are also needed to advocate in their environment.

14 Library Trustees and Friends of the Library as Advocates

Library board members or trustees are a special group of influential people who support the library in a formal setting of meetings with defined responsibilities. Trustees are wonderful advocates for a library. Elsewhere, friends of the library and other library support groups are committed to their library and promote it through volunteer work or by providing financial support for specific library activities. Friends can also advocate for their library when needed and make a significant difference.

14.1 Library Board Advocacy

All library boards have people who can speak up for the library. In many countries library boards are library trustees, which means that these boards have higher responsibilities such as hiring and supervising the library director. They decide on the strategy, vision and mission of the library, help to find additional funding and discuss how the budget is spent. Some library boards do not have this high level of responsibility but are simply advisory boards, bringing their experience and the needs of their groups to the library. They bring a lot of ideas and connections that can be extremely useful to the library.

Whatever the board, all members represent a part of the community, whether it is a community, a university or a cultural institution. Their knowledge of the community helps to tailor the library's services and to ensure that the library works to involve all groups in the local community or academic life. Library board members have easy access to local or institutional decision-makers and can advocate at a high level, however, it is sometimes the case that a board member represents his or her own institution or interests in competition with the library. A library director must work diligently to ensure that all board members are supportive and willing to advocate for the library, especially in difficult times.

14.2 Library Friends are Good Advocates

Friends of the library are groups of independent volunteers who wish to support their library financially, culturally or politically. They are considered NGOs if they have their own membership organisation. Friends of libraries work closely with library management to identify needs and how best to support them, and

are a great link to the community. Many of them organise cultural programmes or book sales where they sell books discharged from the library and receive donations from the community. They use the proceeds to support children's programmes and restoration of historic collections and to purchase new books or technical equipment.

Friends of the library have a personal attachment to the library, whether it is a public, academic or special library. They are friends because they love their library, and as organised friends they see some privileges and some good things to do. They are driven by their volunteer ethic to give something back to society, but they also get a lot out of their activities, such as contact with other friends and with the community. Not all library friends think they are perfect advocates but they are, and their personalities show that they support the library. Friends fight for new library buildings, against budget cuts or library closures. Sometimes friends take over a library before it is officially closed. Some friends are perfect at organising a campaign, others at supporting it through social media activity and others at contacting a politician. All have their roles in their community and most stay friends for a long time. It is this diversity that makes this group so valuable to any library advocacy effort.

There are some countries where there is no culture of creating a group of friends to advocate for the library. In countries under the influence of the former Soviet Union, the tradition was that everything was paid for by the state. But after the political changes there was not enough money for culture and libraries had to look for other resources and friends of libraries groups were created. Some countries do not allow NGOs, however, a loose group of friends of a library might be possible, such as a reading or book club.

In the USA there is the Association of Library Trustees, Advocates, Friends and Foundations, called "United for Libraries", organised as a division of ALA. They work to bring the different groups together to advocate for libraries and provide regular training for trustees and friends of the library on how to support and advocate for their library. "United for Libraries" has produced a Citizens-Save-Libraries Power Guide (Gardner Reed, Nawalinski and Kalonick 2013) which is a free advocacy guide on how citizens can save libraries in difficult times. There is also a full set of advocacy materials for campaigning to save your local library, including leaflets and postcards from library advocacy campaigns and marketing videos about what libraries do for the community. Some of the material is not accessible to non-members, but much of it is, with the organisation's video about public libraries in New York, including Queens and the Bronx (<https://www.nypl.org/speakout/librariesnow?hspace=258346>) very impressive. The material focuses on the situation and taxpayers in the United States, but there is enough relevant material for any library. The Colorado Association for Libraries (CAL) also has some nice advocacy

tips under the heading “Take 5 minutes to speak out for Libraries”, a handout for library friends at the local level that can be used in any library:

Take 5 Minutes to speak out for Libraries.

1. Name up to 5 influential people in your service area.
2. Identify 5 reasons to invite them to your library.
3. Choose 5 pieces of information to share about how your library supports your community and what it needs to succeed.
4. Set 5 visits during the year.
5. Do it!

Then high-5 yourself for taking action (CAL (n. d.)).

The second page of this document explains how Friends of the Library can be active in meeting influential people in the community and how to show them around the library. This integration of the Friends’ skills helps the library because the Friends do the work of inviting and escorting the person to the library. Friends demonstrate how the library serves the community and what is needed in the future. This advocacy recipe can be used successfully in academic and even special libraries, because the friends make the connections when the library director is not even allowed to contact a politician. Friends of the library are very valuable, not only for selling books and supporting the library financially, but also for connecting the library with relevant decision-makers. Some advice for all libraries that want to start advocacy is to create and support an official or unofficial group of friends of the library and train them to advocate for the library.

The Federal Association of German Library Friends, *Bundesverband der deutschen Bibliotheks-Freundeskreise* (BdB), is a national association of friends of libraries. Around 50 circles of friends, a fifth of all groups, are organised in the BdB, which was newly founded in 2018 and aims to build up state associations of friends in the long term. The BdB clearly formulates another requirement of its work, advocacy; on its website, under “Who we are . . .”, the BdB writes that it represents the interests of library users and stands up for “our” libraries. They want to be advocates for libraries and the interests of users “vis-à-vis politicians and sponsors”. They do this “fearlessly, ideologically and politically neutral”. (BdB 2021)

The chair explains exactly what this means: the BdB sees itself as a nationwide advocate for libraries of all sizes and in all sectors. In contrast to libraries, which are mostly embedded in administrative hierarchies and therefore cannot always act freely, the association can speak and write freely at all political levels, from supporting individual local projects to overarching programmatic announcements. Friends of libraries want to be involved in current issues and can support every-

thing from local problems to national library issues (Pirsich 2020). But can they live up to this claim? The activities of the Friends of the BdB show how good they are as advocates for their libraries. They take library issues to the press and, as users and friends of a library, they send complaints to the administration. They lobby at all levels, which is particularly important when a library director is forbidden to deviate from the hierarchical administrative channel. As friends of the library and their national organisation, they can always contact the relevant members of parliament and ministries to advocate for the library.

Although most Friends groups raise money for their library through book sales and other activities, some groups have become advocates for their library, publicly highlighting low budgets, staff shortages, structural problems and other difficulties.

It is important to have some examples of successful advocacy by friends, as it is not always possible to find out precisely to what extent such activities by friends of the library are successful. ALA division “United for Libraries” has published a few success stories, where friends have prevented the closure of a library, and there are good examples that report successful advocating, ranging from financial donations to support for new library buildings. The *Württembergischer Bibliotheksverein*, an association of friends of the *Württembergische Landesbibliothek*, supported a feasibility study for the extension of the *Württembergische Landesbibliothek*, actively lobbied for it and was incredibly pleased when the new building was successfully opened some time later (Hauke 2015, 30).

Even if many of the circles of friends primarily collect money for their library through book sales and other campaigns, some associations have already become involved as advocates for their library and have publicly pointed out the low budget, lack of staff, structural problems and other difficulties. Friends can always contact the relevant Members of Parliament to advocate for the library, as politicians value the voluntary commitment of citizens and listen to them.

Other sources of effective library advocacy by Friends in Germany can be found in the regular newsletters of the BdB (<https://www.bibliotheks-freundeskreise.de/aktivitaeten/newsletter/>). In addition to 100 stories about how friends support their libraries, there are slightly fewer reports on specific political demands and actions by friends of libraries directed at political decision-makers. The main issues are: 1. financial resources for libraries; 2. new building, extension or conversion of the local library; 3. involvement of political decision-makers in the Friends; and 4. opposition to library closures.

Library Friends fight hard to save their public library, sometimes successfully, and the library is saved, sometimes with a political compromise. Then the Friends, together with dedicated volunteers, are ready to run the library on a vol-

untary basis. However, this does not always happen in coordination with the library management, as examples from the Berlin districts show (openpetition 2013). But their commitment can successfully bridge difficult financial years, as was shown in Berlin. Two branch libraries that had been run by volunteers for more than a decade have now been returned to the district library systems.

Advocacy with politicians and the public will become increasingly important in order to secure the existence of a public library and to develop it in difficult times, and a proactive association of library friends or patrons can be immensely helpful in this regard. They look for citizens who are influential representatives of public life and business (Miedtke 2005, 92); attracting these public figures is extremely beneficial, but at the same time there must be an active membership base to give impetus to the actions. What is special about the advocacy work of the friends is the possibility of a direct relationship with politics and free networking with public opinion and the press, which is particularly the case in cities and municipalities when public figures are members of the Friends of the Library. They sometimes find it easier than the library management to get an appointment with the mayor or a meeting with a member of the regional parliament, because they represent the users, the citizens of the community. This can be particularly effective in election years.

Friends of Libraries Australia (FOLA) published a book to mark their twenty-fifth anniversary which charts the development of Friends in Australia and openly discusses the difficulties of recent years:

The way Friends operated in the 1990s, is no longer viable in the 2020s. An indication of this has been the folding of the Canadian body FOCAL and the amalgamation of FOLUSA in the USA, now incorporated into one Friends advocate and philanthropic body. FOLA is the only worldwide body today, representing the interests of Friends groups in a single country (Ferguson 2019).

The quote's last sentence is not the same in all countries, as in Germany the BdB was founded in 2018 and is well organised and active at a national level. Though FOLA sees difficulties in membership developing, the President wrote a letter to the mayor against reducing opening hours at East Gippsland Shire Libraries in Victoria and created a new action plan focusing on advocacy for the rural areas:

Now we want to expand our advocacy for Australia's country libraries. Our plans include: [. . .]

- Promoting and advocating for regional, rural, and remote libraries – at the state and federal levels.
- Supporting research into the value and impact of country libraries and drawing attention to global best practices [. . .] (Goodman 2022, 3).

The Australian Friends of Libraries have a long history, and they develop their advocacy plan with knowledge and strength based on their experience. It will be important to see the impact of their advocacy in a few years' time. Friends who advocate for libraries can have a big impact on society because they come from the community and politicians will listen to them. However, not all Friends of the Library groups focus on advocacy. Some simply raise money and spend it on rural libraries, like the Friends of African Village Libraries, while others, like the friends of national libraries, focus on cultural programmes and donate to the preservation and conservation of precious books. They are all volunteers, and all their stories are valuable in making the case for libraries to policymakers.

14.3 Summary of Trustees and Friends of the Library as Advocates

From the activities described above it is clear that Friends of the Library are becoming active in advocating for their library. Some groups are part of the national library association and receive advocacy training or train each other to advocate for their library. They fight against library closures, often successfully, and support the expansion and modernisation of library facilities.

In a new wave in Germany, community representatives and local parties are being approached directly to become members of the Friends of the Library to win them over to the cause of the library. Public libraries, but also other libraries that have difficulties in getting recognition and funding from their supporters, can only be strongly advised to set up a Friends of the Library group. With such a group, libraries become more independent of administrative decisions, can carry out new activities in cooperation with the friends of the library and are better anchored in society, which in many cases protects them from restrictions or closure. They are the best partners for all advocacy activities of libraries and can organise help in moments when it becomes difficult for the library. However, you need a good hand and a positive attitude to guide the Friends and keep them together.

15 Examples of Successful Advocacy

The key indicator of advocacy success is that you have achieved what you set out to achieve. Even if only part of a project was achieved, or a compromise was reached, all of this can be considered a success. But there are other characteristics that will emerge from the following interviews with librarians about their advocacy experiences, which raises the question of the extent to which there are the same or similar processes in advocacy that make success likely. For this purpose, semi-standardised interviews were conducted with several people, in which they presented one or more successful projects and gave their assessment of the processes involved. A successful project for the author herself is also included, and the detailed description of this project attempts to systematise the steps that led to success and prepare them for replication.

15.1 Advocacy for Building Projects

Various building projects are cited in the interviews as examples of success, all of which were almost hopeless at the beginning. One of these was the development of the Köln Kalk branch library, which now has a beautiful interior design (see Figure 38). A new building project for the state library in Karlsruhe looked hopeless because another reading room project was in the planning stage and had already been approved by the Ministry of Finance, so no change could be risked without jeopardising the whole project (Mittler 2021). Likewise, the construction of an underground extension for the university library in the middle of the historic city of Heidelberg was initially unlikely (Mittler 2021). Elsewhere, a new public library building was long overdue, but the city of Mannheim had undertaken other important renovation projects in the cultural sector, so there was really no room for a major project such as a new city library (Schmid-Ruhe 2021). In the next case, the University Library of Göttingen had just received the largest, most expensive and most modern building in the whole of Lower Saxony and could not be so impertinent as to want to renovate the old building as well (Mittler 2021). And in the last case, the city of Berlin had no money at all and was “poor but sexy”, as the mayor put it, but it had an empty former royal centre in the middle. Here, advocates of preserving a GDR palace battled with advocates of a historic palace backdrop when a new building for the Berlin Central and Regional Library (ZLB) was needed.

Although hopeless, there were good reasons for each of the above projects. What is also remarkable is that none of the projects were small-scale, which



Fig. 38: Library as a Third Place in Cologne Kalk. Presentation of Media. Photo by Claudia Lux.

means that excessively big goals can be chosen for advocacy if librarians and information professionals can justify them, regardless of the financial strength of the city at the time. The long-term nature of the project designs is also comparable. In all the projects there was a gradual involvement of all the relevant administrative departments involved in the building projects. The proponents had to be patient and persistent, constantly reiterating the urgency of the need and providing further arguments for the special and forward-looking nature of the new building. All the building projects received effective public support, sometimes even intensive press coverage. And before the political decisions were made, bureaucratic obstacles were removed step by step, or were put on hold once the political decision was made. Then there was a decision point for all projects, which eventually led to political approval and the start of implementation. It is difficult to analyse exactly how this turning point was reached; sometimes it was the luck of meeting the right people to get the library project off the ground, as in Göttingen and Berlin, sometimes it was a new constellation, as in Mannheim, or the grueling persistence of library advocates. All the projects took a few years to gain the support of the political decision-makers, exactly as the library advocates had wished, with the desired outcome always a positive decision by the political deci-

sion-makers in favour of a new library building. For the two projects that have not yet been realised, persistent advocacy is needed to ensure that nothing happens to stop the project.

The success of the construction of Dokk1 Aarhus Public Library in Denmark, which opened in 2015, is also based on long and persistent advocacy for a new building since 1998. Hapel tells the long story until the new library could open its doors. There was an old public library in Aarhus, and they needed more space for different types of meetings. As early as the late 1990s, the library organised a conference to define the values of the new building, because these were the values that should characterise the place. The library invited politicians, citizens, experts and all kinds of people to discuss these values and tried to keep the vision open and build on it for the building programme of the new library, the library as a place for people, not for books, a special place for children and families. The library created a narrative that was first framed as a “multimedia house”, a project name that was very attractive to politicians at the time. They talked about a house for the people and lifelong learning and talked about fuzzy stuff like holograms, which was also attractive. The aim was for the politicians to use their own imagination and for the new building not to be “more of the same, more books, more stacks, more space”. The vision showed that it was a completely new organisation, and this “new” thing worked well with the politicians. In addition, the library had a very active user involvement over the years to support its demand for more space, which was recognised by the politicians. Over the years, the library was continually active in user activities and public relations and had received national and international recognition for its work, such as the Bill & Melinda Gates Foundation Learning Award in 2004. In the same year, the first decision for the new library building was made and a budget was allocated. However, during the time of lobbying for the new building, the library also faced some difficulties. Some politicians said that the library was working well but that they had various problems with elderly care, social problems, schools and so on. Others said the library was unnecessary because everything was digital now, so there was no need to continue to support libraries. It was thus a long road to change people’s perception of what a library is. What was important for Aarhus was the story of the space in the library, a wide and open space for everyone (Hapel 2022).

In the case of the new Helsinki Central Library, Oodi, the secret of success in advocacy was also citizen participation, as Haavisto explains. This was the first large-scale public participation in the entire public administration sector in Finland. The public library was a pioneer in this field, and it managed to continue in this direction until the end. It started as a project for the citizens to find out their dream line, being a real form of communication with users before the planning

started, and as the planning for the new building progressed, the library management asked the public more and more detailed questions. For example, the librarians could not imagine the need for a pram park in the library, but today's prams are very expensive, and you need a place where they can be safely left when parents are in the library with their children. The library also invited teachers and other groups to seminars, especially those who were interested in collaborating. This community support was the main element of success, and the response was so great that politicians did not dare to oppose the project. Having a politician as president of the Finnish Library Association also had a positive effect on the project. In January 2016, the last vote in the Helsinki City Council on whether to build the new city library saw 77 in favour and only 8 against. It was pathetic when the populist politicians in the city council tried to turn the project into an elitist thing, but they failed. When the opening was planned for 2018, half of Helsinki wanted to participate in one way or another (Haavisto 2022).

The examples of library building projects show that librarians and information professionals can have the courage to demand that their institution be built or rebuilt if there are good reasons for doing so. To take the idea to the political level, librarians do not need to consider the current difficult financial situation, because the actual project can only be realised in the long term. It is a matter of preparing everything well, thinking about how it could work with the building department and getting individual councillors on board with the idea. At the same time, the day-to-day work of the library and its public image must be successfully designed to create a clear and recognisable image of the library – if possible, with elements that can only be realised in the new building. Sometimes there is a lucky moment that makes everything possible, and the persistence with which the project has been pursued is rewarded. This was the case with the Shanghai East Library project (see chapter 10.2). More importantly, even if it fails, advocacy on a library building project has opened a network that can be used for the next library projects, gaining political support, new partners and recognition.

15.2 Advocacy with a Vision

Beyond the normal budget advocacy, most library advocacy is vision advocacy. It is a vision for change, for a small or big project that offers a new opportunity for library services and development. Sometimes the visions are as big as the new main library of Oslo, which has a very special advocacy story, quite different from the normal advocacy of a city library. First there was a vision, nothing more, which came from the director of the library, and only the closest staff were informed when it suddenly became public. The whole story began in 1992.

The library director developed a completely new vision for the new central library (Sæteren 2022). She felt that public libraries were stuck in the concept that the purpose of the library was to lend books, which she saw as a means of fulfilling the library's purpose, while also believing that there was more to it than organising and facilitating the use of information and cultural resources. She began to visualise how the premises could better serve the library's purpose, as the spaces and interiors still retained the concept of the library as a lending institution. So, the key element was to develop a vision of a hugely different library. She then developed storytelling and visualisation, both internally with the closest group of staff and externally with politicians. Here she started with a very radical idea that a terrible shopping centre in Oslo, hated by everyone, could be the space for the future main library with the new concept. She made a story that went from one room to another, through all the rooms in the building, which went from the blue room of poetry to the high-tech room with metal shelves to a living room with Chesterfield furniture where you could read Charles Dickens and other English novels. It was a story in which the library rooms played a specific role, telling people about the variety of sources and possibilities of a library. To visualise her concept, she added different colours and a mix of content with the tools people needed to use the library, as the use of personal computers was just starting at that time. So, the idea was born that to create and support people's increased use of information, their access to the wonderful world of literature and the wonderful world of information, these services should also be integrated into the concept. To support controversial and free debate, different rooms were added to facilitate meetings, so that people could meet the literature, the information service and each other, and in this way something wonderful could happen (Sæteren 2022).

When the politicians responsible for the library heard the story, they thought it could be an inexpensive project because the disastrous shopping centre was a cheap property. And they thought they could save money because the library in the shopping centre would be more self-service, and the staff would not have to look for the books for the users as they did in the old library. The idea of this new library building and this new library concept was somehow accepted and loved by these politicians. So, the library director got permission from her administrative superior, the head of culture in Oslo, to talk to all the political parties in the city council and present her idea, which was an extraordinary permission to advocate for her library concept. In individual meetings, the library director talked to each politician, showed them the drawings of the mall and used her visionary storytelling to talk about a room with old school desks and old maps, where people would find old school books about the room for nature and the environment where the library could present climate models, the Chesterfield room and the blue room for poetry (Sæteren 2022).

Extraordinary permission from a line manager for the library director to go out and advocate the different political parties in the council was a huge boost for the project, which does not normally happen. It could only happen because the top was so convinced and saw all the benefits the project would have. You can try to get this kind of support in other constellations, but it will not happen very often. As a result of this initiative by one individual to advocate the project using only storytelling and visualisation, all the politicians in the city council supported the idea, and a little later the city council made its first decision about the new main library. However, the library director now faced two problems. The first was that only half of the library staff were convinced of the new project due to the extremely fast process with the city council, and the second, and even worse, was that the city administration, the bureaucracy, was not convinced at all. So, the library director had to solve two major problems, one internal and one external (Sæteren 2022).

The library director admits that when a leader goes out and introduces some ideas without having them grounded and rooted in the library staff, the library management has a big problem, which is what she had. But in this case, she was not able to start a long internal process because the politicians wanted to be first and launched the idea in the press, and the library staff were surprised because only the people closest to the director were informed. Almost half of the staff were excited and the other half hated it, and the management had to take a lot of steps back and try to explain and work with the organisation. It was a difficult period and the library management needed a lot of personal involvement and internal processes to convince the staff of the new concept because the library was very good at what they were used to doing and to tell them that things had to be done differently was very difficult for many librarians to accept. They started a very long process of involving staff and looking at how the concept of the library could be changed before the library moved into the new building; it was a process of trying to create a new language, a new understanding of what libraries should be in the future (Sæteren 2022).

One of the discussions was about the growing diversity in the city of Oslo, and the librarians were struggling to ensure that everyone had the same opportunities. In a way, this was framed in the idea that everything should look the same. The library director's concept was the opposite: if the library makes everything the same, no one can find his or her place. In her vision, the sum of all the different spaces and services in the new library was all about diversity. For her, it was a wonderful big sum that gave everyone an opportunity. Because the citizens were so diverse, they should get a more diverse library in a visual sense. With this story she worked inside the library, but also outside with the politicians (Sæteren 2022).

When the Oslo Public Library began to change the concept of the library, they started by evaluating the work in the branch libraries, because they were smaller organisations and some of the branch managers had the same view of a new concept. They started the process of change by experimenting with many small and some larger projects. This was in the nineties and for every branch library which had projects, how to communicate with organisations in the local environment, how to work with other professions, how to let other people in, how to advocate literacy, how to advocate books in different concepts and how to go out and invite others in were all new activities. The branches changed some rooms because they worked differently and as they now knew how rooms and furniture had to be changed to fit the new concept. The library made a lot of new developments in the branch library system but to continue doing so needed more money, but at a time when there were budget cuts every year. It was quite a challenge for the staff to make all these changes with less money, but they were creative and found ways to use the money better than before, while the library also started to ask for money from other sources. The librarians defined projects for the branch libraries and for special departments in the main library and asked for money from the government or from the research fund of the cultural fund. It was a lot of money for a lot of projects (Sæteren 2022).

In this way, the library was able to show some realisation of the ideas, which is often a key element in convincing politicians. In this case, however, the politicians were already convinced, and the changes were used to convince the staff and to show the public small realisations of a big vision. The administration were not yet convinced, however, which is the other part of the Oslo example of how to advocate the bureaucracy when you already have a political decision. It is an example of what happens when you have a top-down decision without the involvement of the civil servants.

From the library director's point of view, starting with politicians is in some ways a good example of advocacy, but in some ways not good for the bureaucracy and the organisation itself. The biggest obstacle and the biggest challenge were the city council administration who were the ones who wanted to tell the politicians what to think and what to do. But the city council decided as early as 1992, right after the city librarian started her storytelling (Sæteren 2022), without any paperwork, to build a new main library for the Oslo public library system. What is also strange about the political decisions in this case is that the council's political decision was repeated several times over a period of 16 years before the construction work began. In addition, during this time, the location of the library building changed from the shopping centre to several old buildings and spaces. During all these years, the serious work of documenting the project developed step by step and took years, including all kinds of committees, participation

groups and study tours, all while the bureaucracy sent the elaborated papers back several times, always trying to stop the whole process (Sæteren 2022).

The bureaucracy was the biggest problem, because their role, their success criteria, is to prevent politicians from having wild ideas, because that costs money. The more documents they produce, the more implications an issue has, the more departments must work on it. With this project they thought: “What the hell was going on?” (Sæteren 2022); building a new library means that many other parts of the administration must work on the project, such as the finance department, the legal department, city planning and several others, and when the basis of a project is just a vision that comes along with story-telling and politicians who have already decided on it, it is very difficult for the administration to show their competence in the way they are used to in a serious planning process, including all the costs and respecting all the other implications that a building of this size has. All of this is usually done before a decision has even been made so it is no coincidence that, as the library’s director explains, “the city’s legal and financial departments really hated the project because, in a way, it came from above and not through them. As a result, the bureaucracy used all its immense power just to make things go very slowly, maybe it will be forgotten” (Sæteren 2022).

So, the library director had to get the support of top politicians to get a problem solved. She even recalls a situation at a meeting when the city’s culture minister said to the bureaucracy: “I expect you to look for solutions, not obstacles” (Sæteren 2022). But the administration found many obstacles, and then a change in political parties and politicians did not help the project. A right-wing political party, which was initially supportive of the concept, changed its mind when it became part of a new political coalition and suddenly ran the city’s Ministry of Culture. They were against culture, against everything, and it was an exceedingly difficult time for the library and for the project itself. The library’s budget was cut, and when the director said she had to close some branches because there was not enough money to pay the rent and run activities in all the branches, the politicians wanted to stop the projects, even when she explained that these projects were run with private money, not city money. But the politicians criticised her for having all these different projects and asked her to stop everything except lending books to children. She almost got an official written warning that she was disobeying because she was doing things like the technology projects, music projects and other activities that she was supposed to have stopped. “What was a success criterion for the government before, to get additional funds for activities, was a big failure for the new politicians” (Sæteren 2022). It is interesting that in such cases, when some people are too active, the administration starts to threaten to act against them (see chapter 15.5). This means that when advocating for libraries one must consider that politicians or the administration may make a personal

threat and one has to deal with it in a calm way. What helps is that sometimes these governments change in the next political period, and you just must wait – but this is not always the case. The one thing that is certain is that libraries are here to stay, longer than any political administration.

In addition, as with all successful people, there were critics from within and without, including some cultural figures of Oslo, and there were very harsh critics in the media who accused the City Librarian of vandalising and destroying an old institution that had been so important for so long. These critical voices also contradicted the positive advocacy for the new library project.

It was particularly important for the project that in the end the staff really wanted it and that the politicians were behind it. The library director said that the change to the new library would never have happened if the politicians had not owned the project, because they were the decision-makers on the issue. She sees difficulties in just using the media in very big letters and with controversies and crises, which might lift the issue for the moment but could have some backlash, meaning it might go in a completely opposite direction. Oslo Public Library was lucky. Not only did it do advocacy work, but it did even more hard, systematic work with organisational processes as the most important thing after it had got politicians to love the idea. The criterion for success is getting politicians to love the idea (Sæteren 2022).

The story of the Oslo Public Library shows how different elements play an important role in the success of advocacy. A vision, coupled with storytelling, may excite politicians and lead them to make a big decision, but it creates problems for the library's internal situation and administrative processes. Successful advocacy for library buildings takes time, in this case 16 years to start construction and 20 years to open. It is a great achievement to keep a project going for such a long time and to be successful in the end. Along with the ups and downs of political decision-makers and bureaucratic constraints, it was above all the strong vision and hard work of the library director, supported by her team, which made this project a success.

15.3 Advocacy for Technological Development in Libraries

The next example shows the successful advocacy of the *Sächsische Landesbibliothek – Staats- und Universitätsbibliothek* (SLUB) in Dresden for a state-wide digitisation programme. The SLUB's involvement in the Alliance for the Preservation of Written Cultural Assets, founded in 2001, was the impetus for supporting a digitisation programme. However, it soon became clear that the preservation of the original documents alone was not enough; the project had to be combined with

digitisation to preserve and use the works. The Alliance was unsuccessful in its attempts to obtain the necessary funding because it was made clear that this was a task for the Länder, the regional level in Germany. “Ask your own state” was the motto in Saxony (Bürger 2021). The issue was discussed with the responsible person in the ministry and the reason was explained, with no support at that time. In the following period, the SLUB brought the topic of a Saxony-wide digitisation programme to every meeting of the Board of Trustees and regularly presented all the arguments. As a state library, the SLUB wanted to fulfil its task of preserving the cultural heritage of the Free State of Saxony and to implement the digitisation programme. After a few years, digitisation suddenly became a key issue in the press and in politics, but there were no clear projects. At this point, the digitisation programme proposed by SLUB became politically necessary and was adopted by the members of the Landtag, including retro-digitisation, as a kind of lighthouse project for the Landtag. In 2007, with financial support from the Saxon State Parliament, the SLUB began digitising the historical minutes of the Saxon State Parliament (see Figure 39).

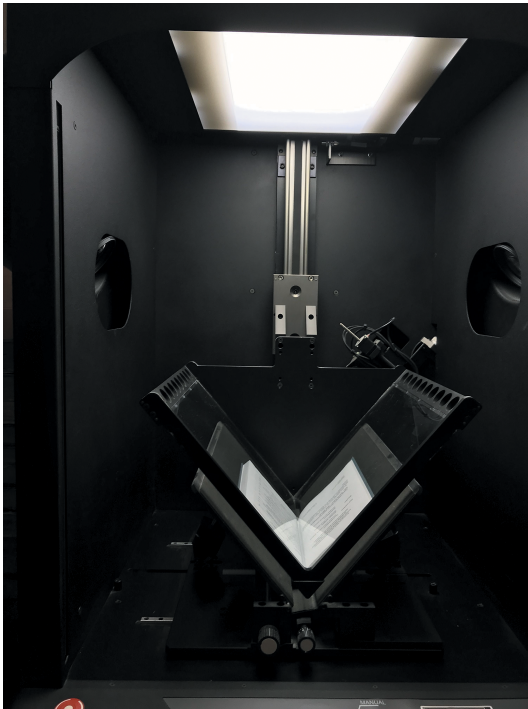


Fig. 39: Digitalisation in a Library. Photo by Claudia Lux.

Today, the digitisation programme is offered for the whole of Saxony and, in addition to digitisation, long-term archiving and retro-digitisation are also possible, while additional state licences for digital books and journals are now being administered. The Ministry was pleased to be able to present such a wonderful offer today during the Corona period, with the whole package showing the great success of this initiative and the patient advocacy of the SLUB library director (Bürger 2021). But, as with many projects, there were critics from within the libraries who had to be appeased. In this respect, the advocacy process in Dresden was a good one, as it has promoted technical development in other libraries and brought great recognition to the SLUB; libraries need such successes to be noticed. There are four key lessons to be learnt from the Dresden digitisation project for library advocacy, which can be tried out in other libraries and applied in other ways.

1. The SLUB's digitisation programme started with a proper proposal through the official channels for a nationwide, large concept that was not clearly transparent to the political decision-makers at the beginning.
2. This was followed by years of intensive, constant and persistent advocacy on the part of the library.
3. Then came the moment of decision, because the issue of digitisation had arrived in the political arena and there was an acute need for the state to implement some kind of digital activity. The library was ready to offer an immediate solution to this situation. At this point, it was no longer a request, but a contractual offer from the library on an equal footing, which the politicians were happy to accept. Even if digitisation as a political issue was a bit broader than SLUB's digitisation programme, it still fit. Related policy themes could be adapted by a library for its project.
4. The Corona pandemic, the next stroke of luck for the project, showed how important not only digitisation but also licence management for digital media is, and thus relieved politicians of even more problems. Public money is being used successfully and wisely.

It is impossible to predict such a positive development. But there is no doubt that good preparation, patience and regular advocacy will eventually lead to moments when the library's goals coincide with political interests.

A similar example of how a large library improves the technical level of other libraries is shown in an example from Shanghai. In 2013, two million people in Shanghai had a library card, only 8% of Shanghai's population. The management of the Shanghai Library considered this number too low and set a target of 25%. By 2021, the figure was 5.92 million library cards, showing the potential of completing this goal (Wu 2022).

Shanghai library has developed three methods to achieve this goal:

1. publicity
2. advocacy
3. adding value

For publicity, the library went to shopping centres and metro stations to attract people to the library and convince them to get a library card. The library advocated for all public library institutions in Shanghai City to join the resource sharing pool. These small public libraries are not under the Shanghai Library, but under the district or local government. After intensive advocacy, all district-level libraries, community libraries and service points in factories and government ministries adopted the one-card/*yīkǎtōng* circulation policy; today, all 392 library service points are part of the one-card system. To add value to the One Card, the library supports personalisation, so schools can now have their own design on the card. The library management also went to *Xinhua* chain bookstores to promote the project and now, when One Card cardholders buy books, they get a 10% discount at these bookstores. However, the goal of including Shanghai's coffee shops was not achieved (Wu 2022).

One of the first libraries to join the project had a particular problem and would only join if the Shanghai Library could help with the problem. A government official said he wanted to move the library because it was not terribly busy, and the site was too valuable to be empty. The director of the Shanghai Library started his intensive advocacy and approached this official and told him to stop the action and keep the library in place as they wanted to start the new resource sharing project. The official agreed but added that if they could not make the library busier, he would move it anyway. Shanghai Library provided a lot of technical support to this district library, with the result that it became an active project partner, increased the use of the library and is still in this location (Wu 2022).

15.4 A Library Strategy Supports Successful Advocacy

Does a library strategy help with library advocacy? A library strategy analyses the overall situation of the library in its environment and presents ideas of what the library could look like in the future. It analyses the opportunities and risks and explains what is needed to make these ideas a reality. A library strategy is primarily oriented towards the users and the services the library offers and explains the future development. However, only some of the library concepts developed by librarians are immediately accepted by the responsible local or regional

administration. Often, they are only approved for implementation after a few changes have been made.

To begin with, it is always necessary to get the local authorities to support the objectives set out in the plan. Advocating for a developed library concept can have many positive aspects, because the strengths and weaknesses of the library have been intensively studied. The analysis of the community structure, the service portfolio and other parts of a library strategy should impress the policy-maker, however, budget requests are often rejected because they are usually well covered by the library strategy, leaving the local authority little room for manoeuvre. For this reason, some municipalities have refused to deal at all with the library strategy developed and presented by the local public library, even if it has been produced with government funding. What the decision-makers really need to do is to support the library in the implementation of its concept. Due to the concreteness of library strategies in general and their future orientation, they can be used very well as elaborated advocacy concepts. Individual measures can be selected and, if necessary, addressed individually in advocacy to campaign for the implementation of the overall strategy in the long term, while the support of library friends and partners is also extremely helpful. Library policy helps to advocate for the formulated and justified goals of the strategy, and advocacy helps the library policy to be accepted and implemented.

15.5 Political Power Principle as Part of Library Policy Enforcement in Advocacy

The following, older, example shows how a library can successfully overcome its own administration's opposition to the purchase of a library system. It concerns the Berlin Senate Library, a large special library, which in the early 1990s was still under the direct control of the Berlin Ministry of Culture. In mid-1993, the Berlin Senate Library still had no library system for cataloguing and research and was still using catalogue cards and printed bibliographies. Several electric typewriters were planned as future investments, but they could only be purchased after five years. It was not possible to change the use of typewriters for a personal computer at short notice but, as far as the budget was concerned, the PCs could only be reserved as an investment request for six years later, i.e. for 1999, and the budget expert of the responsible Senate administration did not give the new library management much hope that the request would even be accepted and included in the budget. The opera, theatre and other institutions were seen to have much more urgent investment needs, which seemed like the end of the PCs and the new library system for the Senate Library.

But the library director began to consult with many different people. In discussions with a new IT company in Berlin, it was suggested that the library's IT project should not be applied for as an investment, but as a service, with the advantage that a service can be applied for immediately for the next financial year and the money is set aside – provided the budget is approved. The Berlin Senate Library thus took up the idea of calling the project “outsourcing”, which was currently in vogue and had attracted much political interest (Lux 1995). In fact, the Ministry's library department was interested and advised the Senate Library to discuss the idea with the IT department in the Ministry of Culture first, as any IT project in the Ministry had to be approved by them. Eventually, the two experts came to the Senate Library and, after presenting the outsourcing project, it became clear that they had profoundly serious reservations. They strongly advised the management of the Berlin Senate Library against outsourcing to an IT company and the library's idea to get short-term money to modernise the library by applying for an IT service in the budget was rejected.

The management course for directors at the Administrative Academy of the State of Berlin teaches how to achieve your goal, with there being various ways in which a subordinate institution can assert itself against its own administration. Going through the official channels, i.e. always going to the next higher administrative level and not skipping anybody, is the basic principle of all administrative action, however, in most countries this is the right way. Finally, the director of the Berlin Senate Library asked what to do if the higher authority did not support your project and blocked it, with the answer equally clear: under no circumstances should the library go to the press. But the library management could contact politicians; the House of Representatives and individual politicians should be approached directly and asked for support, which the management of the Berlin Senate Library decided to do. After a brief analysis of all the political decision-makers relevant to the outsourcing project, the chairperson of a sub-committee for communications and information technology was identified as the first and most important contact. The IT company was prepared to hold a small preliminary meeting with him, with proposals for a possible outsourcing project at the Berlin Senate Library, as the politicians were keen to have the interest of industry.

Actually, the term “outsourcing” was completely wrong for the Berlin Senate Library project because the library had neither IT staff nor computers for the library system, so nothing could be outsourced. However, the new IT service was called that because it was to be provided by an external company; the company would have to procure hardware and software and offer everything as a complete service to the Berlin Senate Library. The idea impressed the sub-committee responsible for communications and information technology in the main committee of the Berlin House of Representatives. It was also a special political phase after reuni-

fication, in which people wanted to save administrative costs through privatisation, so, the time was right for an outsourcing project. It was, so to speak, the right political moment. The next step was for the library to make direct contact with the chairperson of the subcommittee on information and communication, (*Ausschuss für Information und Kommunikation* IuK), based on the preliminary statements made by the IT company, this time not through the company, so as not to appear too close to them, but neutrally through a personal contact who happened to be in the library in the form of a member of the same party. Through this contact with the party representative, a meeting was arranged between the library director and the chairperson of the sub-committee on information and communication.

The meeting took place in the large lobby in front of the Berlin House of Representatives during a session, at that time still in the *Schöneberg* Town Hall. After a short wait, the politician arrived. The subject of outsourcing was clearly of great interest and the chair of the committee asked for a short-written draft on the subject. After this expected request, the library director handed over the prepared text, which was no longer than half a page because, according to the management course, this is what the politicians want to read first. The paper justified the outsourcing, but no amount was mentioned. The chair of the committee was amazed and appreciated the professional preparation, and the meeting ended after 10 minutes. A few weeks later, the Berlin House of Representatives sent a small inquiry to the Senate Department for Cultural Affairs, asking what was happening with the interesting outsourcing project of the Berlin Senate Library. The IuK subcommittee expected a report, which was prepared by the Cultural Administration with the support of the library. At first, the library had no insight into what the senate administration wrote, then the first phase began, the debate and discussion in the subcommittee. The director of the Berlin Senate Library received information about the agenda and the date of the subcommittee meeting from the representative's office, a special service which showed the interest of the chair of the subcommittee. The library management should have asked when the topic would be dealt with, as there was no news from the cultural administration about the date.

At the subcommittee meeting, after a long discussion about 3.5-inch drives in schools, the subject of outsourcing at the Berlin Senate Library finally came up. A representative of the Senate Administration for Cultural Affairs, sitting in the rapporteur's chair, was then questioned, but a seat next to him was free. When the item on the agenda was called, the director of the Berlin Senate Library quickly took the seat without being asked, but as the chair knew the person from the lobby meeting, there was no objection. Irritated, the ministry's representative explained that outsourcing is not something that can be introduced so easily, and that their IT department must first examine and check it, which was the same

department that had previously rejected outsourcing. The director of the Berlin Senate Library then asked for the floor and suggested that a consulting firm carry out the investigation, since hardly any administrative department could investigate the outsourcing of its own services, with this argument working. When asked how much this would cost, a very brief mental calculation was made, and a figure of DM 250,000 was spontaneously quoted because the management course had taught people to name amounts that were as high as possible and not easily manageable for the representatives. This was very plausible, as the previous item on the agenda had involved amounts of DM 750 and DM 1,500 for drives in PCs, and there had been a heated debate. After a quick glance at the person in charge of finances, the chair nodded and allocated this sum to the Berlin Senate Library to investigate the possibility of an outsourcing project as a service – to the annoyance of the representative of the cultural administration, who felt completely ignored. This was how power was exercised.

The Senate Library could have used the DM 250,000 to buy a few PCs and software, but that was out of the question because the money was only allocated to assess whether outsourcing made sense. The library management planned a complete digital conversion, with retro-cataloguing, e-mail and Internet access. Immediately after the subcommittee meeting, a representative from the IT centre of the Berlin administration approached the director of the Senate Library, congratulated her and offered to help with the upcoming tenders, which was extremely fortunate because the cultural administration remained very reserved and felt left out. Within 12 months, the consulting firm selected in the following months was to produce a positive cost-benefit analysis for a comprehensive IT project for the Berlin Senate Library. In the second phase, advocacy work was needed to ensure that threats, boycotts and other attempts at intimidation by the cultural administration come to nothing. One of the obstacles was that, just before another important subcommittee meeting, the director of the library was banned from speaking in order to forcefully clarify the relationship between higher and lower authorities in Berlin. This was not a problem, because everything had been agreed beforehand and directly with the chair of the subcommittee. The consultant's report on the outsourcing project was assessed positively and at this meeting of the IuK subcommittee, the Berlin Senate Library was granted DM 2.4 million for the outsourcing project, without the Cultural Administration having to give its approval.

The follow-up tender prepared by the consultant could also be managed with the Berlin State Office for IT, with great support. Another short period in which the cultural administration felt ignored then began when an EU-wide tender for the Berlin Senate Library project appeared in the official gazette, signed by the State Office; the director of the Berlin Senate Library had overlooked the fact that the Cultural Administration should also have signed this tender. But sometimes

that is the only way to move a project forward; success speaks for itself. Once the contract for the outsourcing project had been awarded to a new IT company and the project had been fully implemented, the Cultural Administration could present itself to the ICT subcommittee with a highly successful outsourcing project.

This very detailed description (see Table 2) is intended to serve as the basis for a systematic presentation of successful advocacy for libraries with a small power struggle between subordinate institutions and superior authorities, which includes the following steps and associated justifications. Such a struggle is always high risk. It requires a good direct connection to politics and, if possible, to politicians who themselves have some power in their area of political responsibility. In this case, the IT Service Centre of the Berlin administration, which, after the budget for an outsourcing project had been allocated, had actively approached the Berlin Senate Library to be included in such an IT project and not to be left out in the cold. It could even be assumed that the chair of the ICT sub-committee gave the tip to the regional authority to take on the project, which was sure to be a success. There was perfect support for all the tenders and negotiations.

Tab. 2: Advocacy process step-by-step.

No.	Step	Comment
1	Recognising that a regular request for investment in IT equipment would take years.	Many discussions with partners lead to the solution of the service idea.
2	Request for a service called ‘outsourcing’ for next year’s budget. Choosing the fashionable term ‘outsourcing’, even though it is not quite accurate in practice.	There are always new trends with buzzwords from business: from ‘lean production’ to ‘agile teams’ that attract attention in politics. They can be very useful.
3	Discussion with the responsible IT department, which has decided to reject the outsourcing project because it is too dangerous to have private services.	On a game board this would be a kick. The power role of the superior administration is played out: end of the project? If the administration is not supportive, the next step is to mobilise the responsible politicians.
4	Contact with the politician in charge, the chairman of the subcommittee, who has been informed about the issue by an IT company and a party contact; real lobby meeting, where he asks for a paper.	The politician is prepared for the meeting by two people. A short text (half a page) justifying the need for the project is prepared beforehand and handed over on request.

Tab. 2 (continued)

No.	Step	Comment
5	A small request from the relevant sub-committee to the cultural administration. The library sends its opinion through the official channels and has no influence on the content sent.	Patience! Wait and keep in touch with the political office!
6	Information about the date and agenda of the subcommittee meeting. No information from the higher authority.	Keep in contact with the politician chairing the subcommittee, who will inform you directly. Otherwise, actively find out the date.
7	When the agenda item is called, the library manager takes the empty chair next to the representative of the Cultural Office at the reporting point.	Audacity to take a seat without being asked (protected by lobby contact with the chair of the meeting), administration is shocked, power role is played out.
8	Public objection to the administration's proposal to consider outsourcing only internally.	The library director spontaneously suggested a consultancy firm. (Creative ideas are important at all times). Protected by the chairman, the power component was played out again (against the interests of the administrative representative).
9	When asked how much an investigation would cost, a six-figure sum was spontaneously demanded.	The background to this exaggerated demand was a) no concrete idea of the costs of the investigation, b) the instruction in the management course that one should ask for confusing amounts, since small amounts are discussed for a long time (as was the case with the PC drives), c) seize the moment, it will not come again. When asked how much an investigation would cost, a six-figure sum was spontaneously demanded. You cannot say that you do not know the amount yet. To say that you will tell them later is wrong at such moments.
10	Immediate award of a large sum for an outsourcing investigation.	Success. The speedy award of the money was in line with the desire for a first outsourcing project in the Land Berlin and the often perceived obstruction of IT development by individual senate administrations. The decision was made against the interests of the administration's representative, who was clearly outmanoeuvred in the balance of power.

Tab. 2 (continued)

No.	Step	Comment
11	Reaction of the Cultural Administration: Consistent obstruction as revenge for all further steps – the power of the administration over the subordinate authorities should also be represented by the prohibition to speak at the next subcommittee meeting for the library director.	On the other hand, precautions had to be taken with the authority responsible for IT procurement in order to comply with administrative regulations (finding alternative partners).
12	The contract for the first library system of the Senate Library as an outsourcing project, including retro-cataloguing, Internet and extensive staff training, was awarded at a price of DM 2,4 million for five years as documented in the above-mentioned study.	Successful for next year's budget. Delay of only one year due to the preliminary outsourcing study with profitability calculation.
13	As the outsourcing project was then declared a success by the Senate and nationally, the library team finally received positive recognition from the higher administration.	The administration is positively involved in the process and is proud to report the success to the ICT Sub-Committee.

Some elements of this process at the Berlin Senate Library can be used as a blueprint for advocacy in general, even though the way decisions are made in parliaments today has changed. Some steps are repeated in a similar order. A librarian from another administrative library of the police in Berlin, who heard about this example while studying at Humboldt University, immediately received a large sum of money for her library budget. She made a spontaneous request for more money at a meeting where the training of new police officers was being discussed. Based on the Berlin Senate Library's presentation, she knew she had to answer immediately when asked how much money she thought she needed and thus asked for an exceptionally large sum of money, with the librarian immediately successful, receiving a high five-figure sum for her library budget. You could say that this kind of allocation only happens in Berlin, but this is not true, as the next example shows. In the federal state of Saxony-Anhalt, another Humboldt University student worked in the ministry responsible for the state's public libraries. Following the example of the Berlin Senate Library, she asked for 500,000 euros instead of the planned 50,000 euros to be spent on public library services during the COVID-19 pandemic, and ended up receiving one million euros. The high demand alone made it clear to politicians that libraries could play an important role in the pandemic.

Library advocates in Sweden have also realised that it is always good to put a price tag on demands. In the same way, it is important to have preliminary plans for building measures, or even planning documents, with the help of the friends, as in the case of the new building of the State Library in Stuttgart. Librarians must estimate when to put the amount on the price tag; it is often better to wait until the question of costs arises. This is because advocacy focuses first and foremost on the project, the idea for which the library wants to win over political decision-makers. It is also a fact that once the cost has been set, it is not easy to change it. VAT or other taxes must therefore be included in the calculation.

The above example of successful assertion of power from the library perspective may be more common but is rarely or never described. It is also different in the context of a university or a local authority, where the parties may have been involved in a longer dispute and know each other better. It is important to be able to quickly identify the possibilities and the attempts at intimidation for which you need to be prepared, and the subsequent negotiations will not be any easier. There may be a prolonged struggle, and once you take the risk of a power struggle, you must be ready for it. However, you should not immediately shy away from a fight, because in this way you can also create respect for the library. It can be worthwhile to assert power in important and large projects, and by behaving in a friendly manner after a positive decision has been made, the power aspect can recede completely and a good, trusting working relationship can be re-established. Basically, it becomes clear that there are also situations in the library sector where, according to Max Weber, lobbying decision-makers and parties means exerting influence on other interest groups (Weber 1956, 28). Recognising this at an early stage makes it possible to take precautions against being outmanoeuvred and to find allies to assert library interests successfully.

15.6 Standards Derived from Successful Advocacy

In principle, all advocacy examples start with the project that the library wants to achieve through advocacy. The goal is always one of the most important parts of any advocacy process, because it must be right to the end, including compromises. If major changes are needed, it is important not to lose sight of the goal. In the case of the Berlin Senate Library, the ultimate goal was to equip the library with a library system. In the process of advocating for this goal, much more emerged due to various influences. On the one hand, the classical way of budget registration was pursued, which showed that this option takes too long. The idea of an outsourced service emerged, opening the possibility of a short-term authorisation, with the term “outsourcing” added as an element, like a passing fad; the

buzzword itself served as a vehicle to achieve the real goal of equipping the library with a library system. While the goal itself was of secondary importance to the politicians, the route via outsourcing was the attractive element. At this stage of Berlin's development, it was fully in line with various political objectives of the political decision-makers, such as the reduction of administration and the privatisation of services. It was controversial, but it paved the way to the Berlin Senate Library's goal: the library system.

Sometimes secondary objectives are added to the project objective, which happens when discussions with politicians make it clear that the project cannot be implemented directly. In this case, support can be obtained at a partial stage. However, it is important to find out exactly whether the proposals deviate from the desired result or are just a detour. The goal of the project has another important effect: you can rally people behind the goal, such as the library staff, the friends of the library, the partners and companies and sometimes the critics and opponents. It is therefore important to be able to describe the goal as briefly and clearly as possible. Today, the goal of developing a library into a third place is such a wonderful and visible goal, even if everyone has different ideas about it; it certainly creates a comfortable atmosphere that policymakers want to be a part of. Most of the time goals arise from the necessity that libraries find themselves in due to various problems. How the goal is named is crucial because there is a difference between naming the renovation of the library as a goal with the change to a third place in mind, and naming "a library as a third place" as a goal. The latter immediately creates an image in people's minds, creates feelings and they expect much more. Therefore, it is necessary to talk about the goal with different people to produce creative ideas for naming the goal. A recent example, such as the "strong library law", whatever that means, created by the political coalition in the German state of North Rhine-Westphalia, sticks in the mind and is therefore an excellent example of boldly naming advocacy goals.

Getting many people behind the project is another important message from the advocacy experience. Regardless of whether it is a building project or a conceptual change to the library, the first condition for the advocacy goal of a library is that it is fundamentally supported by the staff and their staff representatives. The next step is to turn to the administrators to whom libraries are assigned, who can only act in a certain structure, under certain conditions and in a fixed way that must be respected; sometimes they are extremely helpful and find a way out of the bureaucracy for the library. An investment cannot be entered in the library's budget the following year, but the library can buy a service the following year; in the Berlin example, this information came from outside. Everywhere there are creative administrators who, if they are convinced of a project, will offer tips and possible solutions. Unfortunately, if they are too supportive of libraries, they are sometimes

transferred to other departments, as happened in one German city that asked not to be named. At the point where advocacy goals are shared with the library board, friends and specific partners to gain broad support, it becomes clear who does not support the library's project or who will be negatively affected by it and could therefore be seen as a potential obstacle. The way forward is to provide better arguments, organise open discussion and talk to everyone. When it comes to major advocacy goals at the government level, library associations talk not only to the governing parties, with whom alone such a goal can be implemented in a legislative period, but also to the opposition to win them over to the cause. There is also a need for action at local level.

Once the project is clearly outlined and named, the next step is to structure and articulate the arguments for the goal. Arguments are constantly being created and adapt very quickly to current circumstances and changing situations. Arguments need to be ready not only for the desired goal, but also for the library and its services in general. With the goal of a library system for the Berlin Senate Library, the arguments for the library and its services are also important, because political decision-makers are often not clear about the exact role of libraries in society, or they have an outdated idea that needs to be broken. Similarly, arguments about why the Internet is not replacing the library must always be ready. As outlined above, arguments can be linked to the values and role of the library in society.

Libraries play an important role in society, bridging differences, empowering people and being pillars of democracy. By teaching information literacy, they prepare people to embrace and develop the digital transformation. The German advocacy brochure makes the case for information literacy through libraries (BID 2011), with the title expressing the demand for what is at stake, namely media and information literacy, always with reference to libraries and information institutions. The brochure summarises the main arguments, such as that libraries support regional development through cooperation with small and medium-sized enterprises in the field of information literacy, as can already be seen in individual cases. As a third place, public and academic libraries are a non-commercial place to stay, and a place that gives people satisfaction and pleasure through events and their own activities, a real meeting place for the local community and university students. In this context, the public library is a place of learning and inspiration, of meaningful leisure and digital participation. It is also a safe place for women and girls, culturally accepted in all societies.

In principle, every library project for a municipality, a scientific institute, a museum or a university has more arguments than just the problem of space. The library can contribute to the revitalisation of town centres, and it can also support the development of community centres, while public libraries in shopping

centres attract foot traffic. As a third place, the library is no longer just a place to lend books; it has become a meeting place, a place of learning in every sense of the word. Learning through books and media has now been extended to include users' own activities with 3D printers and their own video productions, with active participation in the library's programme. Smaller libraries have developed their own concepts, especially for children and young people, which can serve as an argument for redesigning and changing the library with the support of the community. The following example from a small town in Germany is just one of many that show what has changed in libraries and what needs to be communicated at the local level to convince policymakers in other communities of the new image of the library.

Brilon City Library . . .

- . . . is an attractive extra-curricular place of learning for pupils, students and those interested in further education,
- . . . is non-commercial and therefore open to everyone, regardless of age or background,
- . . . is a popular meeting place and therefore a place for dialogue and cultural encounters,
- . . . is a sought-after cooperation partner for many civic groups,
- . . . is an important locational factor that improves the quality of life and makes a significant contribution to the profile of a citizen-friendly community worth living in,
- . . . is an important point of arrival for refugees,
- . . . ensures that all sections of the population have access to knowledge, education, culture and digital information through its low-cost media services,
- . . . promotes the reading and media skills of children of all ages in cooperation with parents, kindergartens and schools,
- . . . strengthens the municipal network "Lifelong Learning" and promotes targeted integration,
- . . . sets sustainable goals with programmes such as the Repaircafé, the Swap Bar and various upcycling offers,
- . . . teaches media skills and helps to find relevant information,
- . . . is a place of inspiration and knowledge that promotes reading, learning, creativity and togetherness. (Stadtbibliothek Brilon 2020).

There is an equally strong case to be made for academic libraries in their commitment to a fair copyright policy and an open access policy.

In 2003, a landmark meeting organized by the Max Planck Society and the European Cultural Heritage Online project brought together international experts with the aim of developing a new web-based research environment using the open access paradigm as a mechanism for having scientific knowledge and cultural heritage accessible worldwide.

As a result of the meeting, leading international research, scientific, and cultural institutions issued and signed the Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities, a document that outlines concrete steps to promote the Internet as a medium for disseminating global knowledge. The Berlin Declaration builds on the widely accepted Budapest Open Access Initiative, which calls for the results of research produced by authors

without expectation of payment to be made widely available on the Internet, and to carry permissions necessary for users to use and re-use results in a way that accelerates the pace of scholarship and research. The Declaration has been signed by nearly three hundred research institutions, libraries, archives, museums, funding agencies, and governments from around the world (SPARC 2011).

In addition to conventional methods, the Berlin Declaration calls for the promotion of new ways of disseminating knowledge online. This goal of the Berlin Declaration is justified in the text by further arguments (Max Planck Society 2003), and much advocacy is still needed to achieve the overall goal.

The Berlin Declaration was followed in Germany in 2004 by the Göttingen Declaration on Copyright for Education and Research, which provides additional arguments for the role of libraries and open access. The signatories commit themselves to open access in several ways:

We, the undersigned, undertake to ensure that the full potential of the digital media and communications systems remain open for use by the general public and, in particular, by science, and that these media and systems are not subject to restrictions which primarily serve the commercialisation of information by the private sector. In a digitised and networked information society, access to global information for the purposes of education and science must be guaranteed at all times from any place. (Coalition for Action 'Copyright for Education and Research' 2004)

When advocating for libraries, the case for both public and academic libraries should be made by both types of libraries. Being able to present a positive overall picture of libraries helps in library advocacy, while professional competence beyond one's own background is another key element in any advocacy activity. Arguments on all aspects of libraries can be found in the publications of the national library association, in professional journals and on the IFLA website.

Once the goal of advocacy has been set and the arguments prepared, the way to the first advocacy meeting needs to be planned. Who is in charge? Who is interested? Who might be interested? These are the key questions to ask to find the right contact person. As in the example of the Berlin Senate Library, the tip for the right contact came from an IT company. The companies themselves know exactly which politician is responsible, while some administrators will also know. In many cases, it may be that not just one person is crucial, but that several political decision-makers need to be approached. Advocacy for libraries is then aimed at several political representatives, for example in the building committee and the culture committee, to present the library's arguments. There are similar committees in universities, where arguments are exchanged with several people and discussed in the library committee before the senate meets and the library plan is on the agenda. Other scientific and cultural institutions are smaller, and the head

of the library knows most of the relevant decision-makers. However, this does not mean that it is easier to get on the agenda.

The public impact of the library is a key factor in successful advocacy. The services must be right, as must the professional recognition, while the library's environment and political decision-makers also play a very important role. Only if the library has a positive public image can the first step be taken, hoping that the advocacy contacts have heard very good things about the library. This is easier for new library managers because they can rely on the political decision-makers for the changes they want to achieve with a project. Others must present something new, such as a library strategy that shows how they will get out of a difficult situation.

15.7 Summary of Library Advocacy Examples

The examples presented show a similar approach and certain conditions, such as a good network. Successful advocacy has always been linked to a clear goal or vision that is pursued over the long term. Advocacy is based on the library's good services, which can be made visible to the public through small projects, even if there is no budget. The courage to overcome bureaucratic barriers has also been the key to many successful projects.

16 Pitfalls in Library Advocacy

Pitfalls in advocacy are relatively common, as not all constellations are always carefully considered, and an opportunity is seized hastily with no result. In most cases, the mistakes can be corrected during a longer advocacy process. However, even a promising project can fail completely.

16.1 Mistakes in Policy Assessment

The following example of an attempt to exercise power in politics, where one's own interests are to be asserted against the interests of others, can be presented as an error in library policy. It serves to illustrate the need not to rush into action and thus to avoid making the same mistake again.

The former Federal Union of German Library Associations held a press conference in Berlin in 2001 to denounce the declining acquisition budgets of university libraries and to announce their demands. A representative of the liberal party took part in the press conference. During the question-and-answer session that followed, he invited the BDB to present its demands to a parliamentary committee of the German *Bundestag*, as this was an important issue. The president of the BDB, pleased by this reaction from a politician, responded immediately. In fact, a committee meeting was held shortly afterwards, to which the BDB was invited to present its request for more acquisition budgets for universities. During the committee meeting, various parties responded to the BDB's concerns in a friendly but mostly negative manner, which did not prevent the liberal party representative from submitting a draft resolution on acquisition budgets for universities to the *Bundestag* a little later, which was totally rejected. Such behaviour by some party members also occurs at regional levels. The BDB made the mistake of accepting the invitation of the opposition party member without contacting other parties in the Bundestag committee and without holding preliminary talks on the subject with the government parties. Without the active, pro-active involvement of the governing parties, an issue will not be adopted in a committee; only proposals that are successful in the committees have a positive chance on the agenda in the *Bundestag*. For this reason, inclusion in the *Bundestag* is a deliberately orchestrated show of failure by the opposition party member to gain attention and party points elsewhere. The legitimate interests of the BDB in increasing the acquisition budgets of the universities cannot be enforced against the majority of the governing parties. In reality, this means that the issue cannot be addressed for a long time to come.

Some regional associations in Germany have had a similar experience in their efforts to get library laws passed in the federal states. For several years they were repeatedly asked by the opposition in the regional parliaments to help draft a library law, which was then introduced by the opposition in the parliament and failed. In some Länder, the Christian Democratic Union (CDU) and the Social Democratic Party (SPD) have alternately asked for library bills, but as soon as they were in government, the library bill project was shelved; the library associations reminded the parties that they supported the library bill when they were in opposition, but to no avail. Indeed, it took an emotional speech by former German President Horst Köhler at the reopening of the Herzogin-Anna-Amalia Library in Weimar after the fire (Köhler 2007) for the Prime Minister of Thuringia to spontaneously promise a library law. Was it the power of words that brought about this change of heart, through the influence of library representatives and the successful advocating at a cultural breakfast with the Federal President? Or was it still the shock of the fire tragedy? It was certainly the right moment. Regardless, the Prime Minister kept his promise and in July 2008 the first library law in Germany was passed in the Land of Thuringia. It was a good thing that the parties in the state parliament had worked out a joint library law beforehand.

Shortly after the Cultural Study Commission published its final report in favour of library legislation and before the Thuringian library law was passed, the Green Party in the German *Bundestag*, at the time in opposition, wanted to introduce a basic bill for a library law into the *Bundestag*. The parliamentary group contacted the Library Association and, in a joint meeting with the leader of the parliamentary group, the library association made it clear that it would not support a motion from the opposition alone, as experience had shown that this was a trap. In addition, a motion rejected in the *Bundestag* would potentially rule out a renewed discussion of the issue for a long time. In this case, the Library Association had to take up the opposition's friendly offer, but it had to weigh up its advocating tactics carefully and try not to get involved in politics without a chance of success.

Mistakes in advocacy usually do not lead to further success in the long run and, as a result, a project may have to be put on hold for some time before it can be taken up again. In some cases, it may be possible to see the discussion of library issues (acquisition budget, legislation) as a kind of marketing for library issues and as training for parliamentarians to understand the background of libraries. In this respect, alliances with the opposition can also be made in the sense of marketing to get better connections to other relevant party representatives. In this case, the library association does not need to do much detailed work on the issue because it does not expect the opposition motion to be successful

anyway. However, it is problematic when the opposition speaks on behalf of the library association and the association itself has little opportunity to make new contacts with other members of a committee, with the issue quickly burning out as a result.

A mistake was also made when librarians in their country, which is not mentioned here, did not do things in the right way in a discussion about copyright, as the following report shows. The meeting was an opportunity to do some good things, and the approach that the association took was purely focused on the issue of public lending rights; the lobbying was ineffective and the whole thing fell apart. It seems that the association tried to centralise what they were doing and do things on an individual basis when it would have been smarter to do it as a group. It could also have been a miscalculation in what was said, because it is not a comfortable position to be totally against something when you go into a discussion with the other side. There were many other opportunities there to push for positive reforms and create a more positive narrative, but they put forward the negative arguments when things needed to be put in a positive light (Wyber 2022).

The Minister of Finance is the target of the Library and Information Association of South Africa. Although the Library and Information Association of South Africa (LIASA) advocates support for the construction of new libraries to create a reading culture, it also wants to stimulate the reading culture, but books are expensive in South Africa. So, the library association decided to advocate the government to reduce VAT on books, and was able to show how this is done in other countries in general and also for educational institutions. However, LIASA wrote to the Minister of Finance, but without any response or result (Tise 2022).

The Dongguan Library in China also gives a negative example. Dongguan is a megacity for the IT manufacturing industry and many people study information technology, and the library thought that a specialised IT library would be a great service for the city and a good argument to make. But the project did not work out, and the library had to understand that there was an obvious time gap for such a service. The contradiction between rapid updating and iteration of knowledge and the relatively lagging ability of libraries to provide literature and knowledge always exists, and the capacity to build and run an IT library was inadequate, meaning they had to stop (Li 2022).

In Finland, librarians wanted to follow the example of the Australian librarians who had successfully fought for salaries some years previous. All their documents were translated and based on these the Finnish librarians started to campaign for a pay rise. They produced some materials, ran a salary campaign and had a small demonstration in the centre of Helsinki, but all this was useless; it was too spontaneous and there was too little analysis, too few resources and

too little effort. The campaign showed all the problems of spontaneous actions, but the library association learned to always analyse the background and the real situation before starting something (Haavisto 2022).

16.2 Trust Abused

Another example of how publisher's lobbyists use power factors is in copyright issues. After much discussion and persuasion, the Copyright Knowledge Society Act in Germany, which clarifies how excerpts from copyrighted works can be freely used in education and science, was given an indefinite life in the draft of summer of 2021, however, a limitation of the law to 2023 was suddenly inserted into the law at the very last moment, with the success of the achievement of the scientific barrier of copyright cancelled out by the negative time limit which was suddenly imposed (Schleihagen 2021). It took almost three years of active advocating by universities, scientific institutions and library associations to get the time limit removed from the law, with this example illustrating once again not to forget the principle of power in politics.

The director of Aarhus Public Library was called by a journalist from the local newspaper, whom he really trusted, during the fight for the new main library. The journalist told him that there was a new majority for a new main library and asked him to comment on it, to which he said "fantastic", being quoted in the paper. The problem was that the person in charge of the library on the city commission was from a political party that was not part of the majority, and the journalist had not told the director this. When the politician called the director, he was terribly angry because you don't do that to your own councillor, and it took some time to rebuild the good relationship. In advocacy, it is important to know the political arena very well and to be careful with journalists (Hapel 2022).

16.3 Advocacy Mistakes in Behaviour

Minor advocacy mistakes, which can be easily avoided, occur because of the behaviour of some librarians who complain loudly in public and at events about a big problem in their library. This can quickly give the impression that the library management is always complaining about problems and cannot solve them. Complaining can be done but the question is: when should it not be done? Of course, the library director complains directly to the administration, and if a disaster has occurred, this must be made clear. Public events with the mayor or other deci-

sion-makers are not the time to talk about problems. It would be a serious mistake to complain during a nice champagne reception at an exhibition opening, as the next time, the mayor would avoid meeting the person with the problems from the library again. People want positive memories of the evening and to hear about the library's successes, with the event a chance to make contacts with decision-makers in preparation for a face-to-face meeting to discuss any problems. Of course, a public event is not the place to tell the mayor about problems in front of the public. Things need to be clearly described, with alternatives, possible solutions and a positive idea that can be communicated through the administrative process or at another meeting.

A good way to fail in advocacy is to tell too much, to reveal all the details. Librarians, museum people and cultural people in general want to tell everything, but politicians want to hear just one message, like an elevator speech. It is very important to get all the points of ten sentences into one sentence, but you cannot make a message short if you have not done the analysis properly. Only a good analysis leads the advocate to good, short and clear arguments (Haavisto 2022).

Some people think that if they produce a well-written letter with their claims and developed arguments and put it on their website, people will listen. However, they may not even know about the website. And some people turn up at a meeting like WIPO and make a scientific statement and think they will win the argument, but nothing happens. It is important to be humble; successful advocacy is not based on the pure quality of the argument or just having a nice argument, as most decision-makers want to feel that they are doing the right thing, highlighting the importance of effectively engaging in the process. There are three possible outcomes: either the politicians come down on the side of libraries, they come down on the other side or they disengage completely. If you cannot build up the idea that it is bad for libraries to be harmed by copyright without exception, and that the politician has a responsibility to act and to feel a gentle sense of support, then it can go wrong (Wyber 2022).

The role of library staff is often overlooked. Advocacy for the institution can only be successful if staff identify with their library and do not complain in public. Complaints must therefore be heard and resolved internally, so that library management and staff can present a united front. Staff who repeatedly complain about the lack of recognition of the library profession should look at how they talk about their library and the image they project.

16.4 Other Difficulties in Library Advocacy

For Li, people from other areas might ask: do we still need libraries? Librarians need to solve this problem and then think about how to advocate for themselves. With the impact of the digital age, people's understanding of the library is still stuck in its original form and function. The demands on libraries are changing, however, most libraries lack the capacity for new knowledge services and professional knowledge organisation. In the new age, society needs a new understanding and trust in libraries, and there are new demands on the library with its own characteristics. This comes from the library's self-development, self-transformation and integral, fundamental professional improvement. "We believe what we do is the most important. If the work is unsuccessful, the advocacy cannot be successful, and it does not even matter to advocate or not" (Li 2022).

Nicholson (2022) recognises difficulties for libraries in the lack of external understanding of the scope and complexity of the library and information sector. She also sees some gender issues; as the library profession is often a feminised profession but advocates in a male-dominated environment, there are some difficulties in advocacy. Another point is the lack of advocacy skills available to expand advocacy internationally, regionally and nationally. She sometimes sees the need for advocacy within the library sector about the need for advocacy.

Hapel sees a downside to libraries: everyone loves them, but politicians do not think they are particularly important. Libraries have this very strange situation of their image: either they are seen as a relic from the old days, with dusty books, or they are seen as something that is extremely difficult to get to grips with. Because a modern library has so many facets, politicians ask if the library in Aarhus wants to do everything. It is therefore difficult to find the identity of a modern library, where reading and lending physical books is no longer the main task, which must be made clear through advocacy. The generation that saw dusty and boring libraries in their youth is now the politicians and decision-makers, and it is very difficult to convince them of the new form and services of a library, which is why the Aarhus libraries, even though they were so successful with a new main library, had advocated for a branch library and were never able to get it. As it is always possible to get into trouble with a project, a library leader must always have several good projects and stop advocating for the one that is not working at the moment but might be successful in ten years' time. It is not always the advocacy that is wrong; there can be many different reasons for difficulties at the moment (Hapel 2022).

Tise has noted a stagnation in the results of copyright and open access advocacy, which is particularly true in countries like South Africa. The Library Association, libraries and universities are trying to advocate for fair copyright, which is

necessary for education, but the necessary copyright law in South Africa is several years behind schedule, with other stakeholders such as publishers, authors and trade having influenced this decision. There should be a consensus in Africa to support education and to have a balanced copyright law, and IFLA advocates at WIPO and has been successful for people with reading disabilities, but not for exceptions for libraries. Internationally there are changes, but at the country level each region and each country remain isolated (Tise 2022).

Begum shared a story from Malaysia, where the library association has been advocating for school libraries. When the IFLA School Library Guidelines came out, IFLA presented it to the government hoping for better development of school libraries in the country, with arguments such as that we cannot say that we want to be a developed country and not feed the minds of the young generation and provide them with books to read. A lady in the Education Department who oversaw school libraries decided that instead of using this IFLA document, she would prepare a Malaysian manual for school resource centres, to have a proper manual which every school had to use to set up a school resource centre. The library association worked with her and in the end she produced a good document, but then she left to go to another job in the Ministry of Education. When the next person came in, her priorities were different; despite the advocacy of the library association, the document was printed, but it was not made compulsory for schools, and it was only good for the ministry's website (Begum 2022).

Sometimes advocacy can come too early, and it should come at the right time. After a conversation with a colleague, Wyber believes that when IFLA was already advocating for the SDGs in libraries in 2016 and 2017, it was not the right time; indeed, it took a couple of years for the process of the SDGs to work its way down from the UN level to national governments. Actually, financial governance understands and has embraced them, but the philosophy behind it is to do things in an integrated way by involving more stakeholders. It is only in the last two or three years that it has reached national governments. "Getting librarians really excited and engaged in the SDGs in 2017, that was probably a little bit too early, therefore the chances to succeed was low at that point" (Wyber 2022).

16.5 Advocating Pitfalls Summary

All respondents reported making mistakes in advocacy, with the most common reasons given that they had misjudged something or someone and that some politicians say they will take care of concerning issues, which never happens. Mistakes are part of advocacy. You could say that if you do not make mistakes, nothing will be done but in advocacy all pitfalls are a message to learn from the

mistake. The joy and fun of library advocacy makes up for the moment when everything goes wrong and something just does not work. It is, in essence, a selfless task that brings many personal benefits in terms of knowledge of human nature and partnership. In addition, internal advocacy is needed to develop libraries and convince librarians and information professionals of the need to advocate to correct the image of modern libraries in society.

17 Tips for Successful Advocacy

For this chapter, interviews were conducted with 19 advocates to draw similar conclusions from their and the author's personal experiences in advocating for libraries, and to develop insights and structures. These structures allow the following advice and tips for successful library advocacy to be developed, which includes advocacy for a specific project as well as ongoing and regular advocacy for a library. Some of their stories are integrated in different parts of this book and their specific quotes on advocacy are collected in the next chapter (see chapter 18). The following people were interviewed about advocacy (name, last position, former position):

Hans-Erich Au (Library Advocacy LBZ Rhineland-Palatinate),
Rashida Begum (Director Universiti Sains Malaysia PENANG; Librarian Association of Malaysia),
Carolina Botero Cabrera (Directora Karisma Foundation Colombia),
Thomas Bürger (SäBiG; Director General SLUB Dresden),
Andreas Degkwitz (Director Humboldt University Library; Director IKMZ Cottbus),
Tuula Haavisto (Director Helsinki City Library, Finnish Library Association),
Rolf Hapel (Washington University, Director PL Aarhus),
Eric Hattke (Managing Director SäBiG Dresden),
Li Donglai (Director Dongguan Public Library, China Library Association),
Elmar Mittler (President BDB, LIBER, Director SUL Göttingen, UL Heidelberg, SL Karlsruhe),
Jennefer Nicholson (Secretary General IFLA, ALIA),
Liv Sæteren (Director Oslo Public Library),
Barbara Schleihagen (Managing Director German Library Association; EBLIDA),
Bernd Schmid-Ruhe (hdm Stuttgart; Director PL Mannheim),
Gene Tan (NLB Singapore Chief Librarian / Chief Innovation Officer; President's Office),
Ellen R. Tise (Director Stellenbosch University Library; IFLA President 2009–2011),
Hannelore Vogt (Director PL Cologne; PL Würzburg),
Wu Jianzhong (Director University of Macao Library; Shanghai Library),
Stephen Wyber (IFLA Director Policy and Advocacy).

17.1 Analysing the Interests of the Policy-Maker

From an advocacy point of view, it is crucial to understand the political and social interests of the target group before talking about library issues. The first thing is to understand the library environment and who the actors and the decision-makers are. How do they work? If you are working in a political environment, it is important to know if there has been a recent policy on which the library can build its arguments. The library wants to bring to life the policy that the politicians have put forward, such as in Aarhus where the public library used a new policy on refugees and migrants to receive financial support from the city and the national government for reading clubs in different languages and other development measures. In this case, the goals of the policy match the goals of the library. Aligning the library's own ideas and goals with the city council's policies works; in this way, advocacy for library projects works very well (Hapel 2022).

Who can be contacted on this topic? This is the initial question for a brief environmental analysis. A solution will emerge from this analysis because it must be adapted to the circumstances. Which of the political decision-makers can identify their own interests or those of their party or interest group in the issue, and for what reason? What was their profession before entering politics? Who should be approached first and who should be kept in reserve in case the issue needs to be revisited? The first step is to talk to the relevant administration and its departments, who will either be supportive or reluctant, and in general will not be able to find a solution; this is where the advocacy plan begins. Even if the administration cannot solve the problem, they may know who is politically interested in the issue, while it also needs to be clear who the political decision-makers are. Sometimes it is necessary to consider different levels of decision-making and the influential people around them; is it the president of the university, the chancellor or the senate? Is it the mayor, a department head, or the members of parliament and their committees? When does a decision go back to the responsible administration? Are there higher-level committees involved that need to be considered? These questions point to the need to consider decision-making structures and responsibilities for library issues at an early stage. Some of these questions can be answered more quickly if the library network is already in place.

Who can work with whom is another question about the context of one's own advocacy work. In the German state of Rhineland-Palatinate, the Palatinate and the Rhineland have their own interests; when the Rhineland-Palatinate Library Centre (Landesbibliothekszenrum Rheinland-Pfalz, LBZ) makes a request to the state parliament for the Speyer library, it must assure the parliamentarian from Koblenz that everything is in working order in Koblenz (Au 2021). The same applies to the German regions of Baden and Württemberg and was cleverly used years ago to

build the Baden State Library in Karlsruhe. The Baden-Wuerttemberg parliament in the state capital of Stuttgart had considerable numbers advocating the project, illustrating how Karlsruhe is always disadvantaged and that a project is now being offered to compensate for this (Mittler 2021).

The people of Mannheim also have a strong sense of local patriotism that sets them apart from other cities of the same size in the region. Concepts that work there are not suitable for the library in Mannheim, illustrating how the advocacy concept and arguments must be coordinated and consider regional and local characteristics (Schmid-Ruhe 2021).

A thorough analysis of the library's environment and secure circle of supporters is a critical step. The library has many connections and must consider if and when these need to be involved; not everyone needs to be involved in all cases. Who should be involved in the project and which partners can support it? Are there any opponents and why? Can they be appeased? What compromises are possible? Does advocacy need to be publicly supported by all stakeholders or should the advocacy phase start in small steps? Who should be involved? When should the public and the press be involved: at the beginning of the advocacy process or only after a rejection as a kind of escalation? How can positive stories improve the mood for the library and its services in parallel with the pursuit of the issue? Advice from several interviewees details how to successfully complete such projects by starting with small activities and events, which the following example illustrates.

A report from Cologne (Vogt 2021) shows how, with good advocacy, a large programme can be financed in several steps, starting with a small personal initiative. It started with a widely advertised, self-organised small workshop on Scratch, the visual programming language for children and young people. To illustrate the high demand, a detailed report with pictures was given on how quickly the limited places were booked and how many people are on the waiting list, which illustrated the success and enthusiasm of the participants. It demonstrated to local decision-makers that if a proper STEM workshop and programme were funded for a whole holiday week, many more activities of this kind could be offered to satisfy the great interest of children and parents. This proposal could only be successful because it fit into the current context, where introducing girls to science in a more playful way and getting them excited about it was (and still is) a topic of public discussion. Science education is a particular concern of various parties in the Cologne city council; introducing girls to science and technology makes sense, and is not just a “makerspace” that means nothing at first glance. The activity was appropriately chosen to meet a current or long-term public interest and was worth advocating.

In Singapore 2022, the National Library Board had their regular meeting with the Minister which typically involved a presentation to the Minister, however,

after this meeting, there was also a discussion that evening. As the session they had with the minister was about the most successful companies in Silicon Valley, they took every lesson they could find from famous tech companies and combined these with library and archive services so as to present their vision. In addition, they had found during their advocating that politicians were far more interested in people like Elon Musk than in libraries, so integrating these stories from the tech companies helped to get the minister interested in staying longer with the National Library Board (Tan 2022).

In some cases, public and political interest can be aroused with patience and persistence. Hamburg's public libraries first developed the "Dialog in Deutsch" project with their own fundraising, a programme in which migrants practice conversation in German under supervision. The City of Hamburg was urgently looking for language programme projects for migrants. During the COVID-19 pandemic, the project continued online and, due to its success, is now funded by the city. Other projects are examples of how successful advocacy often means starting small and convincing politicians with patience and persistence. After moving into a beautiful new library building, the University Library of Göttingen in Germany kept the old library building, a former church, and held exhibitions and events there for years. All this was financed by a few sponsors and the great commitment of the library, until by chance the opportunity arose with a new politician who was interested in renovating the old church. In the end, the church became an exhibition hall of the university library (Mittler 2021).

It is the idea and the values behind a project that support the theme of advocacy; only then does the strategy for implementation follow, which requires some preparation and patience and persistence. There should be a realistic assessment of the starting point, whether the idea is relevant now or in the longer term.

17.2 Developing the Advocacy Theme

It is very rare to have to look for an advocacy issue in libraries. Most of the time there is a problem on the table that determines the issue, but for successful advocacy the focus should not be on the problem, but only on its solution. The question of what librarians want to do to solve the problem usually leads to different solutions; it is useful to spend enough time defining the solution and the related advocacy issue, thinking broadly and creatively about different solutions. It is also important to consider what future aspects information professionals can bring to the table.

For example, if the Central and Regional Library of Berlin, *Zentral- und Landesbibliothek Berlin (ZLB)*, has to unite two libraries from East and West, why not

ask for the whole *Schlossplatz*? In 1997 the city council was looking for a solution for the centre of Berlin, which was not a question of repeating over and over again what problems two buildings in two districts cause for a perfect library organisation. It is impossible to advocate successfully with problems, and it is much better to ask for a specific solution. If the advocacy issue comes from the library, then the library sets the issue, and a compelling solution, preferably something that shows progress towards a specific goal. The library will evolve with the solution to the problem through a library vision or strategy that provides a basis for strategic thinking and a solution which have already been discussed with staff and stakeholders or that have come up as additional ideas. However, the advocacy issue must not only fit the library and address the problem, but must also answer another important question: what does the policy need? Thinking further, can the solution to the library's problem also solve a political problem? This would be the ideal constellation for any library advocacy.

For Aarhus, the “newness” of the project was particularly important to the decision-makers, as politicians did not want to support something that already existed or more of the same. Look for what is actually ground-breaking or new for the advocacy project; having this kind of consistent narrative is important for advocacy (Hapel 2022). This can also be seen in many successful projects of the Dongguan Library, which was the first in China to have a 24-hour library and a book ATM (Li 2022).

However, not every demand needs to be supported by advocacy, and many problems can be solved in other ways. Targeted advocacy focuses on large and important issues or concerns that the relevant administration cannot help with, and it should be noted that advocacy generally is tedious and embedded in regular advocacy for the library. If the group starts from public libraries, then the issue of “the library as a third place” is a well-chosen advocacy issue, which the SÄBiG in Germany requires for the whole of the federal state of Saxony. SÄBiG has chosen this theme not only because it is trendy, but also because the situation in Saxony requires it; on the one hand, there is a minor crisis of democracy caused by the growth of right-wing radicalism in Saxony while on the other hand, there are strong urban-rural differences and development gaps in this federal state. This reinforces the need to educate people about democracy and fake news, which is also a natural role for libraries with free access to information. The idea is a programme for libraries that will help to transform them into a third place library, which will create an attractive community space with digital connectivity, discussions and activities for the development of rural areas. However, the concept of the library as a third place needs to be explained in the advocacy process (Hattke 2021).



Fig. 40: Library Third Place in Cologne Kalk. Living Room. Photo by Claudia Lux.

For libraries, this means opening up more to society, offering a new form of communication with library users and giving them the chance to participate in social processes. A library can be a democratic forum, using its media to support lifelong learning and political education, as well as the creative activation of its users, with examples of successful implementation showing that such a third place can breathe life into small communities, with the library the only public and neutral meeting place; these are seen in library literature as well as on YouTube, from the library in Aarhus, Denmark, and smaller libraries in Germany, such as Brilon or the branch in Cologne-Kalk (see Figure 40), all of which show a wide spectrum. At the same time, you can explore the arguments used there and see if they can be adapted to your own situation. Inviting politicians and decision-makers to visit the library can make them aware of what the new idea is all about, with variation possible; if the theme of a full third place is too big, one aspect can be singled out, such as teaching science to young girls, or developing a more extensive STEM programme, and the transformation of the library space can start from this theme. The development of digital lending of eBooks in the library is also an ongoing process of advocacy.

For academic libraries, the transformation of the library space into learning commons is still an ongoing demand to support the new way of learning and discussion of university students. Like the third place concept for public libraries, academic libraries need more beautiful spaces that support learning. On the other hand, there are advocacy issues being brought to the attention of libraries, one of which is copyright, with all its facets. Libraries must act on this and cannot ignore it as it affects their core work; librarians and information professionals understand the obstacles they face when they cannot help their users access the media they need, which is the case with many eBooks that cannot be purchased by public libraries. Academic libraries cannot provide access and meaningful use of online material because of restrictions on resource sharing and digital copying, which is why it is so important for library associations to advocate for positive changes in copyright law for users. No library association in the world can fail to advocate for better copyright law and other legal issues that restrict libraries in the services they provide to their users.

Any advocacy topic must meet the current or future needs of library users, be relevant to the library's town, university or village, and fully explain all aspects. The arguments for a theme should be well thought out and not overly technocratic, with constant reminders of the values that libraries represent and how they support the claim (see chapter 3.4). Which values correspond to the issue chosen for advocacy? Is it the promotion of democracy, or the support of lifelong learning, or access to information as a basic human right? Once the values are clear, the narrow space of library advocacy opens and connects to the space of policy.

17.3 Making the Advocacy Goal Politically Viable

The advocacy goal of the library or library association must match the interests of current politics and its politicians, or offer a solution to a political problem, which can be seen very clearly in the outsourcing example described above. Elsewhere, in 1993, the chairperson of the ICT subcommittee of the Berlin House of Representatives had two problems: a Berlin administration that was terribly slow and hesitant to embrace new technology, and a fast-growing industry of IT companies that were finally expecting contracts from the public sector. He was handed a project on a silver platter that seemed to support his party's ideas about privatisation with the term "outsourcing", which was a similar story with the planning of the new building for the state library in Karlsruhe. However, after a failed referendum in 1970 on the separation of Baden from the German state of Baden-Wuerttemberg, the site reserved for a possible Baden state parliament di-

rectly opposite the library was without a concept. A compromise plan to build only underground stacks on this site offered a solution to the space problems of the state library and the unused site in the middle of the city; in this case, in addition to these functional elements, the identification with Baden was maintained for this location by the Baden State Library instead of a Baden State Parliament and today, the site is home to the completely new Baden State Library, which was eventually built in two phases (Mittler 2021). In 1997, the call to build the Berlin Central and State Library on the *Schlossplatz* in Berlin was a response to an ongoing discussion in the city at the time. It was a solution offered to politicians which at the same time drew attention to the difficult situation of the ZLB and the new requirements for a modern library building. Even though the *Schlossplatz* itself was not chosen as the site, the Berlin Senate decided to build the new ZLB, and the advocacy's goal to secure this decision was achieved. On the same level is the idea of the library friends' group SÄBiG, which takes up a central theme of the Saxon Prime Minister for more social cohesion in Saxony with the concept of democracy education by creating third places for libraries in small Saxon communities (Hattke 2021). It is not always possible to realise one's own advocacy with an offer to politicians, but doing so always attracts public attention because it fits into the context and provides an excellent basis for further action to achieve the desired goal in the long term.

Advocacy is about what the policy-makers are trying to achieve. These goals are either published in a strategy of the state, city, university or other entity of which the library is a part or are otherwise endorsed by the governing parties. By examining these goals to see if they can be reconciled with the necessary goals of library development and are not in conflict with human rights, the starting point for advocacy is found. Another tip from the interviewees in this context is never to go to politicians or administration with a problem without having a more or less elaborate solution at hand. The Berlin Senate Library's problem of not having an electronic library system and receiving no money for it was already known by the consultant in the Senate administration, but it was only when a surprising solution was presented that there was agreement and resistance, so advocacy could begin.

Political goals can be hidden in awards, which was the case when the Chinese city of Dongguan in Guangdong province invited applications for the "Dongguan Municipal Government Quality Award". Normally, such an award is aimed at businesses in the city. However, the Dongguan Public Library had introduced an excellent performance management model, and on this basis the library applied for the award in 2008; they wanted to promote the new image of the library, which since 2005 had installed a 24-hour service and some book ATMs with up to one thousand books that could be borrowed and returned with the machine in

different parts of the city. In applying for the award, the library wanted to demonstrate its value and mission to society and, choosing the vision “Knowledge benefits Dongguan”, they won. The library became the first public institution to win the award since its establishment, and the first public library in China to win any government quality award (Li 2022).

The first step towards successful advocacy is therefore always to check how the desired goal of the advocacy can be reconciled with the interests of the political decision-maker, the so-called matchmaking (Schmid-Ruhe 2021), namely, a look at the parties’ manifestos helps to find the right partner for the project (see chapter 12). All library advocates agree that politicians need to know what they will get in return if they support a library issue and help make it a success. Librarians and information professionals need to develop and tailor their offer with precision; in principle, advocacy is successful when the interests of the library and the policymaker overlap. On a small scale this can be the mayor’s visit to the children’s library, a concept that every public library has mastered. On a larger scale, it is more difficult to determine the extent to which recognition of a successful new community library, good publicity for the project and mention in the community annals can advance the careers of politicians and give meaning to their political work. One participant stressed the importance of demonstrating what a library can do on a small scale and then asking for a budget and advocating for support. In this way, the library has demonstrated its ability to deliver the plan on a small scale and thus its ability to do so on a larger scale (Tise 2022).

As several interviewees make clear, they do not see it as pandering to politicians, nor as prostitution of their ideas, a criticism that is sometimes levelled at successful advocates. A library is a successful institution that can make a good offer to a politician, a university president or an institute director. It is an opportunity to meet the decision-makers to support the library if their own interests coincide with those of the library, a congruence that needs to be considered when defining the advocacy issue. At government level, there may be coalition partners with different ideas and different actions. The opposition must not be forgotten either, because after the next election there may be new constellations, which can also apply to universities. The art of politics, for example, is to talk to one political party about political participation, diversity and an open, pluralistic society to support a migrant project, while talking to another party about migration and integration for the labour market (Hattke 2021). In order not to be mistaken for a political side, librarians must protect their professional ethics which form the basis for cooperation with politics and are based in all aspects on human rights (see chapter 4.3). Advocacy is not an end in itself; it is for the people who want to use the library and what it has to offer.

For example, the Cologne City Library reported that a new mobile library was initially rejected by the administration (Vogt 2021); the library was even asked whether it still needed a book bus when digital services were available, and there was thus no chance of successfully arguing the case for a bus in the administration. Such a discussion makes it clear that the goal of a new mobile library must be advocated for by politicians; therefore, the desire for a new bus had to be aroused among the councillors. Through long-term contact with the city council, positive news and pictures of children around the old mobile library were presented to all parties. Knowing that the governing parties were committed to sustainability, the next step was a green concept for Germany's first biogas-powered mobile library, and the library subsequently won a unanimous vote for a new mobile library (Vogt 2021). In this way, the library's concerns became the wishes of politicians, with such alignment with the current decision-makers the best path to success. When working with a commercial stakeholder, one advocate thinks it is better to listen patiently and then produce the idea. However, he says it is quite different with the administration and political decision-makers, who must be convinced for good results to come about (Wu 2022).

When it comes to library advocacy, there are also negative experiences with politicians who simply do not want to appreciate libraries because they have a different agenda. For example, the failure to take on board carefully developed library strategies is a negative attitude on the part of political decision-makers, which can be very depressing for the librarians concerned. It may be that the community representatives expect the library concept to mean that they will have to invest more in the library, meaning less money will be available for other projects. But again, the question is how to reconcile the library strategy with the interests of local politics, and sometimes it is simply a question of how succinctly it can be conveyed to political decision-makers that the concept supports their policy issues or plans. Another option is to become a regular guest at all city council meetings and listen carefully to the community's concerns and incorporate them into the library strategy. Visiting the council is also a good way to become better known and to keep talking to different decision-makers until they understand the library's solutions to local challenges.

17.4 No Advocacy Without a Network

It is clear from the interviews that there can be no advocacy without a well-developed and well-functioning library network. As indicated above, the network is the basis for ongoing advocacy, always and everywhere presenting the positive aspects of a library's services. A library director must actively work on this net-

work for the library. If the director is new to the position and has not worked in the city or university before, it is important to build a network immediately, which also has the advantage that one learns at the same time to understand the character of the municipality or the university and can adapt the requirements accordingly. The interviewees advised that the first step should be to personally visit the main administrative areas and other cultural institutions. In Karlsruhe, the visit of the director of the Baden State Library to the municipal library resulted in an exceptionally good long-term contact. As a result, the mayor's question to the director of the city library during the discussion about the new building (see chapter 17.3) was answered positively (Mittler 2021). These relationships within a community, a university, an institution or a country should not be underestimated; they play an important role in the recognition of the library. If these visits are not possible after a short time due to one's workload, meetings at exhibition openings, lectures and other social activities are possible to widen the network for the library. There should always be a genuine and sincere interest in meeting other people and getting to know their institution and their work, which makes it easier to assess whether others can be involved in a project or idea and whether they are suitable partners. The fact that there is still competition between areas within a municipality or institution for budgets and influence does not have to be a barrier to good cooperation.

The network in the different administrative departments, whether in the city or in a university, is the basis of all advocacy work. The Cologne Municipal Library specifically invites every new employee in the most important areas of public administration, such as human resources, finance and procurement, to visit the public library, with the administrative staff shown how the library works to understand what it really is and how it is managed, after which they have a face-to-face meeting with the head of administration and the director. The positive impression that can be conveyed by visiting a library cannot be achieved by even the most intensive telephone conversation, and it is not about pointing out all the problems on this first visit. The purpose of this first visit is to make a positive contact and to show the possibilities and opportunities that the library, its services and the associated values offer to the people of the city (Vogt 2021). This is to establish a friendly understanding of the library and to show respect for the person in charge, which can be done in the same way for any academic library or special library, because when administrators see with their own eyes how intensively the library is used by students, or how specific questions are answered by the library, they remember this the next time they meet in the office or on the phone, which influences every decision.

In addition to the network in the administration, political decision-makers are an alternative for a public or academic library if a project cannot be imple-

mented via the administration, with support for a project coming from the political decision of elected representatives or an elected body. The only way to keep this network active is through frequent face-to-face meetings and telephone calls, up-to-date information and annual reports, as well as beautiful pictures of library activities and invitations to special events. After new elections, the network then needs to be updated and expanded immediately, with this long-term, ongoing contact with political decision-makers creating a network of trust in the library's competence. New projects can then be approached to committees and individuals on a basis of trust. If rejection or ignorance is encountered, this should not lead to a cessation of service to the network, as attitudes can be corrected in the long term.

The library's network in the city's society does not follow a uniform pattern. In some cities, opera, theatre or exhibition openings are traditional meeting places where librarians can meet political representatives and partners and get the latest information. In other places, there are clubs of all kinds, from sports clubs to Rotary. For them, a visit to the library can be a special occasion and a way to build trust and understanding of the library. But the population structure is changing, and traditional networks are not as important everywhere as they used to be. In Cottbus, the Technical University's Information, Communication and Media Centre (IKMZ) has used its attractive building for events with the city's community, building good relations with the mayor and the city's businesses (Degkwitz 2021). Municipalities are changing and a city like Mannheim can create a scene that forms new networks that are just as important for the library as the traditional structures (Schmid-Ruhe 2021). These can also have an impact on the city council because they have stakeholders behind them that are different from the previous ones and provide new input. For example, a city with a high proportion of migrants has its own cultural scene, even more exciting than the local theatre, for whom the library offers an incredible opportunity to develop (Schmid-Ruhe 2021). The examples from a museum in Santa Cruz show how a large group of people who had not previously received special attention from the museum created a new network for the museum (Simon 2016).

Friends of libraries form a valuable network for libraries, providing financial and voluntary support and increasingly seeing their role as advocacy partners (see chapter 14). It is essential to develop good coordination between the library management and the friends of the library to avoid irritating political decision-makers. To this end, the aims of the library must be well communicated. For example, the chair of the Friends of the Library in Mannheim, a former teacher in German literature, supports the new library in a city characterised by migration because he values literacy and sees opportunities for young people whose families do not speak German (Schmid-Ruhe 2021).

Another supportive library group that should not be underestimated is the network developed by library staff. Their identification with the institution is the backbone of many advocacy projects, and a lot of internal communication is needed to ensure that library staff understand the advocacy issues and support them in the right direction. For example, the director general of the ZLB asked her staff council to refrain from making negative public statements if they heard that a new building on the *Schlossplatz* was being demanded, because a new building, which would unite the two parts of the library in the east and west, would first have to create a positive public opinion. The staff council agreed and continued to be supportive in the period that followed, even though it was internally critical of the project. The network that exists in the library itself can only provide positive support if the staff identify with their work, which fortunately many people in the library profession do.

Another network that is often overlooked is the network of customers, users, guests or patrons, including those who have engaged with the library digitally as a result of the COVID-19 pandemic. With social media there are many more contacts and responses than ever before. In some universities there have been library-related student actions, and the involvement of users in the planning of a new building, as at the ZLB in Berlin, is a step in the right direction. In the future, networking with users will become even more important and form the basis of a participatory library (Simon 2016). This is a format in which not only librarians but also users determine and organise activities and, above all, express what a library should look like so that they can learn and interact better in the future. Several public libraries in the Nordic countries are implementing such concepts of participation, and we are already seeing this development in academic libraries and special libraries (ZBW 2021). It is hoped that this network of participatory users will continue to grow and have an advocacy and support function in the future.

A library's network also includes the library's suppliers, booksellers, publishers, couriers and many others who are part of a network that supports the library's image, with some of them possibly willing and able to take action to support the library. The basis of this network is a respectful cooperation for the development of the library. Sometimes they are prepared to take strong action, as happened in Berlin in the late 1990s when the local booksellers, who were represented on the advisory board of the ZLB, found out about the plans for a very reduced acquisitions budget for the next year. They immediately complained to the Senate and, in a meeting with politicians, made it clear that they would be threatened with insolvency if this plan were to be implemented; as a result, the government stopped cutting the library's budget. In this way, a network of fair

cooperation with businesses can be established and another area of support for the library can be created.

Library sponsors form their own network, with the library having direct and well-maintained contacts with individual sponsors to obtain support for specific programmes. The self-interest of sponsors plays an important role in finding the right sponsor for a project. Like politicians, every foundation, every company that is considered a sponsor has a philosophy, a funding guideline that defines what exactly can be supported by this organisation; in this respect, the process of funding projects is very similar to that of normal advocacy, with part of the librarian's role to liaise with sponsors to maintain the network of supporters. Libraries offer their trustworthy image to sponsors, but is not always possible to keep sponsors for the library, as priorities can change with a change in the board of a company, and new sponsors must be found to keep the network growing. Sometimes a search is made for large and powerful sponsors who have additional importance in the city, who often have strong ties to the city government because of their social commitment. Many smaller sponsors are more time-consuming to cultivate, but they form a larger network and thus have their own impact on the community around the library. Every contact with a sponsor is an intense conversation about the library, its potential and its impact on society which is also why networking is so important, because even if there is no concrete support from the contacts, the effect and trust that the librarian builds up in the conversation is part of the image cultivation for the library. In the end, the library's advocacy work will pay off.

Networking with press, radio and television journalists and social media is a particular challenge. Enough has been published on public relations for libraries, and there are several general and some extremely specific works on the subject that teach the methods. However, this is not the focus here; we are talking about the whole network of the press, which is used here as a generic term for all areas, and which is specifically linked to the library's advocacy work which needs to be maintained and regularly supplied with good and exciting news about the library. In 1616, King James I of England said, "No news is better than evil news", which today it is more often quoted as "no news is good news", but it seems that bad news is good news for the press as it attracts more readers or viewers. It is not always easy to get library successes reported in the media; this only happens when there is a particularly good network with the press. Press coverage still has a big influence on politics, because if politicians want to be associated with a library project, they need good press. The advocacy of the building plans in Mannheim and Heidelberg are just two of many examples of the connection between the press and the success of advocacy for libraries (see chapter 17.19). The press network needs to be built up over the long term, very openly and with excellent

commitment from the library's key representatives, to create a resilient basis of trust; the key journalists or editors are needed when it comes to very topical issues, even against some political influence. Social networks can help to reinforce the positive image of the library and can explain the library's concerns to its users and thus support targeted advocacy.

Speaking of networks, the question arises whether it is a good decision for library directors or management to be part of a political party network, which in many cases depends on the political situation in the country. For European democracies the experience in Denmark shows that it is not as good a decision to become a member of a political party as it was 40 years ago, or it is not as good to be too open about it and to be politically active in that party. It is no longer a good policy to be very open about your political views, because every four years after an election there might be a new political coalition and a new supervisor for the library management to work with. A library director does not want to be associated too closely with one party (Hapel 2022), as this could affect the chances for the library budget and the development of the library. However, in some countries, for example in Latin America, the position of national librarian is a political position and changes every time a new national government is elected; it is hoped that the position of deputy director will be a longer-term professional position. In some non-democratic countries, library director positions require membership of the governing party, hopefully together with professional training, or sometimes a ruling party member is part of the library management.

Library networks can be built in many ways, but without them sustained advocacy will rarely be successful. In a network, librarians learn a lot about responsibilities, vested interests and who is related to whom, which helps to avoid finding a partner who has longstanding problems with the decision-maker the library is trying to win over. The diversity of a library described above has made it clear that the library institution has something to contribute to any network; if the library's networks are in place and well developed, then the case-based advocacy, advocacy issue or advocacy project is much easier to implement. In the future, old networks will change and networks with users will emerge, which will hopefully further strengthen library advocacy.

17.5 Partnerships for Libraries

There are many advantages to having partners to support library advocacy. As a library is embedded in different networks, partnerships can be formed that define further cooperation, usually sealed by a contract. A library that has a library policy or strategy can see more clearly whether or not the partnerships support

the library's goals, however, there is no need to be slavishly attached to the concept if the library can help other institutions and organisations as a partner in a project without too much effort. Sometimes the opportunity also arises to help others; in 1999, the ZLB was able to support the launch of "lyrikline", a digital poetry project run by the *Literaturwerkstatt Berlin*, by providing digital technical equipment and support, with this partnership giving the ZLB a positive, modern image. As one experienced library director put it: "Create moments and always remember that you have to do something for others in order to do something good for yourself" (Mittler 2021). One of these events brought him the solution to his advocacy goal, which had initially been unsuccessful for years. Despite his heavy workload, he was kind enough to give a speech about the library at an awards ceremony, in his spare time of course, and just out of kindness to his partner, where he met the future Minister of Science, who was so impressed by the speech that he contacted him on the spot and later supported this initially hopeless project; without the willingness to support his partner, the meeting would not have taken place and the project of the new exhibition place would not have been realised (Mittler 2021). Library partners are simply unbelievably valuable, and library management must look after them, even if it does not always pay off. Every library needs partners, and they are most likely to come from offering support and help according to the librarians' abilities.

The official partnership between the school and the public library in many countries is certainly a special focus that can also be used to support advocacy issues in the field of education. However, an agreement on paper is not enough; it needs to be filled with relationships with schools. Good cooperation with specific teachers is particularly useful if the children's librarians have also developed a good and stable relationship with the school management; schools can be very supportive of the library's advocacy work through their involvement in the community. Another partner is always the library association, so membership has many advantages, which is also especially important for the association, both for the general advocacy work for libraries and for the small-scale advocacy work on the ground, evident with it being added to the eBook issue during the COVID-19 pandemic. Today, library associations involve their members in advocacy activities, such as in the USA or Germany, asking their members to contact their political representatives. As there are libraries in almost every city, many parliamentarians can be contacted directly by the library director or local members of the library association. Even if only some of the thousands of association members take action, there will be a broad advocacy front for libraries. In Germany, members are involved with prepared arguments for a change in the law on eBooks in libraries and a targeted discussion with the members of parliament in their constituency who will be listening to people in the field, not just the top representatives of the German Li-

library Association: “You have to make it very clear and plausible to every MP in simple terms what a change in the law means and what it means not to have it” (Schleihagen 2021). These MPs are embedded in the politics of their constituency and can facilitate further partnerships for libraries.

In this way, libraries can use library associations to make direct contact with their local MPs when they have a serious concern, which can be of great benefit to both public and university libraries. As a member of the library association, and even more so as a volunteer and officer, access to politicians is easy because you represent a group, and your own administration cannot stop you. Can members of parliament also become partners? One advocate, who has been advocating for years, wonders why small and even voluntary libraries do not contact the mayor and local councillors and miss the chance to book an appointment with their MP. From his many years of experience as an advocate, he knows that MPs always make it possible to meet citizens, their constituents, and sometimes blockades in one’s own administration can be overcome in this way (Au 2021).

How can regional parliamentarians become partners with libraries? Through the same method. For example, if all the public libraries in the German state of Lower Saxony that have developed their library strategy and have not been able to present or discuss it in their local council form a partnership, then perhaps something could be achieved. At the same time, librarians can visit their members of the state parliament and put on the agenda the problem that their library strategy, which they have developed with so much energy and with the support of state funds, is not being considered, not because they want to complain, but because they are sure that their communities will miss an opportunity for development if they do not address library policies. Another library advocate points out that parliamentarians are ordinary people who enjoy dialogue with their constituents; all librarians and information professionals should remember this and not hesitate to approach MPs and elected members of government to voice their concerns (Hattke 2021).

In advocacy, it is often necessary to articulate common interests with partners. Unity and a unified front are essential for libraries to be effective advocates. Partnerships can be particularly helpful in advocacy when policymakers want to know if there might be opposition from these partners when the library issue is raised. How to deal with this is shown in the description of the advocacy activities of libraries in the cultural commission and the steps organised there (see chapter 9.2). It is clear that if there is no common agreement, one can hope that at least no opposing opinions will be expressed. In this way, decision-makers, who always want to work towards a balance of interests, can add their voice to the demands of libraries, while politicians can also encourage different partners to work together. Something similar was reported from the round table with the German

Alliance for the Preservation of Written Cultural Assets when it came to setting up the KEK and the Minister of State involved the *Länder* and local authorities in the concept (Bürger 2021).

Without unity among partners, there is no solution for advocacy. The German Library Association had to recognise that the Sunday opening of public libraries, which it has been demanding since 2007, is still opposed within the various library associations and is still opposed by some political parties. More internal persuasion is therefore needed, as well as discussions with the trade union. Apart from outright rejection, there is a chance of compromise if Sunday opening of public libraries is linked to certain conditions, which could lead to a common position on the issue, supported by all political decision-makers.

Partnership is based on mutual trust, and it is important that one's own institution always behaves as a fair partner to maintain a positive image for future partnerships. As described in other parts of this work, libraries also have partners who sometimes become adversaries. One example is the publisher, with whom the German Library Association is working positively at federal level to achieve a reduction in VAT on eBooks. However, the German Publishers and Booksellers Association has quite different interests when it comes to ensuring that all eBooks can be borrowed from libraries, which is also part of the advocacy work, which sometimes involves working with partners, even if the library has clearly opposed positions at other subjects. There is an art to using such temporary partnerships in the university or in the municipality to the library's advantage, but it is different when trusted partners in an advocacy project suddenly become adversaries because they have their own agenda in the partnership. If they succeed, there is only one piece of advice: the librarian must act quickly to find a compromise that still includes the library. If the partners do not express their own interests to the library, and the librarians have not assessed them correctly, the result may be negative. The better the network, the better one can assess the different interests in advance, talk openly to the partner or take targeted countermeasures and withdraw from the partnership. Again, experience comes from practice.

17.6 Ignore Opponents, Envious People and Competitors!

Everyone who is successful also has enemies and people who are jealous – that is the common saying, or something like it, and it also applies to successful library advocacy. When asked how to deal with those opposed to your project in advocacy, the interviewees' answer was clear: ignore them! Of course, it is better if librarians and information professionals recognise opponents or competitors in time and

learn to assess them. Most of the time such opposition is not openly articulated; it is reported to the library through various channels or recognised by behaviour. As reported from the projects, all advocates encountered opponents at different stages of their advocacy project, which included jealous people from the library sector who do not want to support the cause and are happy to see a colleague's project fail, while there may also be vested interests behind proposing a different economic solution or relationship. It may also simply be a matter of good arguments from the other side to which one does not initially know the answers. Counterarguments should always be subjected to a brief analysis to sharpen the library's arguments. Otherwise, the advice is again to ignore!

In Aarhus, the competition for the budget of the new main library came from the education sector, as the schools asked for a lot of money. Elsewhere, in Norway, a wave of literature houses developed and became institutions in Norwegian cities and later in some Danish places, with these competitive institutions able to exist because libraries were not good at making programmes. In Aarhus, the library was regularly active in literature programmes and events because the library is a literature house and much more than that. There is competition, but when it really comes to the library, the library has not been inviting, open and innovative enough (Hapel 2022).

There is also resistance to libraries' attempts to make copyright fairer in each country which, in some cases, this cannot be ignored. The German Library Association publicly rejects the misrepresentation of the copyright debate, especially when it is accused of making completely false statements; it relies on a network to inform it of such false claims about the libraries' position, especially when these false claims are not publicly disseminated. While direct attacks are generally ignored, false claims about the libraries' position are flatly denied in a press release, which is also sent directly to the relevant stakeholders (dbv 2021a). Sometimes this must be done – but only in rare cases. Otherwise, the advice from all interviewees is to ignore attacks or expressions of envy and under no circumstances engage in a direct debate about them, which would waste time and be unproductive for proper library advocacy. Several interviewees talked about the envy of other libraries or cultural institutions and how it worked specifically against their own plans. The library must ignore what it is told, which is guaranteed to happen at some point; being successful in advocacy is an acceptable side effect. Librarians often regret the weakness of libraries: they quickly sink into competition and thus do not successfully use the balance between competition and cooperation (Lux 2007).

17.7 Expertise

Librarians and information professionals involved in direct advocacy need good professional skills, a requirement mentioned by several interviewees. A good education is the basis for this, on which further expertise is acquired later, including on the library policy issues to be discussed. The current training of librarians provides the necessary knowledge to make professional decisions for libraries, while national and international library journals support the updating of the acquired knowledge and help to find substantial arguments for the development of libraries. Elsewhere, excellent information and policy papers from national and international library associations help to bring every librarian and information professional up to date and to understand the issues discussed in copyright and digitisation. It may be that in the future, and this will soon be the case with artificial intelligence, it will be a little more difficult to understand all the technical subtleties, but every librarian and information professional can understand their impact on people and the role of libraries. Librarians and information professionals can advocate based on their expertise and professional ethics and there is a clear need for training. This is also an important advocacy issue for library associations, to create training opportunities for librarians in the coming years so that everyone, not just the newly trained, can actively shape the digital changes.

Library associations are increasingly involved in professional advocacy for libraries. There is a great opportunity for all librarians and information professionals to get more involved and support these activities, but not always enough time to read all the technical papers. However, the associations can help for the specific situation, simplified explanations and speaking notes, so that every librarian can go into an advocacy discussion with their member of parliament without much preparation and effort (Schleihagen 2021).

For advocacy it is particularly important to consider how the library is seen and the reputation of the library. It is not enough to be well liked, so the first thing to do is to run a really good library, steady, firm and dynamic. Most of the time it is not successful to present disasters that could be a problem; while there are exceptions, because sometimes politicians want to save an institution and throw money at it, but when the project is really big and the library has done well the politicians will trust that it will be able to make the big investment a success (Hapel 2022).

Librarians need to be very competent in their field if they want to build good political relationships for advocacy. But competence can also be shown by trying something completely new and succeeding. When Helsinki City Library heard in the nineties that some American libraries planned the Internet, they decided to have it in their library and succeeded in installing it. Helsinki City Library was

the second public library in the world to have the Internet and in Finland it was seen as a pioneer in using the Internet for some useful purposes, a role model in moving it from entertainment and technology to something bigger, with this pioneering status giving the library a forum in the press. Instead of having discussions like “the internet will kill libraries”, the project showed its importance and placed focus on the public library space. People began to see that there was more to the library than just lending books (Haavisto 2022).

17.8 Developing Clear Arguments for the Advocacy Project

According to most respondents, up to a third of successful advocacy depends on good arguments. However, one participant said that this could vary from country to country or even from case to case. While in Finland the weight of arguments is almost up to 50%, she heard from a colleague in Belgium that in his country intelligent arguments are not as valuable as emotional and personal reasons (Haavisto 2022). This is a remarkably interesting observation and shows why it is so important to know one’s own political culture very well. In general, one could say that a perfect mix of all elements should be successful for each individual case.

If a library wants to achieve something, it needs to make a convincing political case. But what is convincing? What are the arguments that will win over decision-makers? A basic collection of arguments for the tasks and work of libraries can be found in the brochure “21 good reasons for good libraries” (BID 2009). Even though the brochure is slightly outdated, it presents what libraries do in a relaxed but very easy-to-understand way, with formulations that can be used for short statements to politicians and other decision-makers, which is particularly useful when politicians have no idea of what modern libraries do. At the end of the booklet there are some aspects relevant to advocacy: why libraries are important partners in the education network and why libraries need interested politicians, with the brochure trying to convince them that “the library is a location factor” (BID 2009). There is a need for a citizen and science friendly copyright law and the maintenance of specialised departments for better standards in public libraries, with the arguments useful for many countries, not just Germany, where most of the practical examples come from. All these demands have not changed much and are still relevant for library advocacy.

In fact, these materials alone are no longer sufficient to make the case. Especially for the digital changes in public and academic libraries, new arguments must be found which, as explained above, are linked to the interests of the decision-makers, with it important to address the goals of the politicians themselves. The majority of respondents give all arguments an important role in advocacy, with

one advocate using some standard arguments for the *Landesbibliothekszentrum* in Rhineland-Palatinate when talking to politicians, such as “The LBZ is the backbone of the libraries in Rhineland-Palatinate”, “We are the bearers of knowledge”, “We fight against fake news”, “We are present on the web”, “We offer further education and training” and “We encourage reading”. New additions include: “We are drivers of digitisation because we promote digital projects”, while he also added regional arguments, emphasising the need to be flexible with this approach (Au 2021).

In this way you can build up a portfolio and occasionally try out which arguments work best for whom, with the most successful arguments those tailored for policymakers whose interests and areas of activity are known. For libraries, the most valid arguments are those that show their benefits to society and their values. Whatever is asked of them, librarians can make it clear that they do not want their cause for themselves, not for their own interests, but for the education of people and for society. This is what distinguishes library advocacy from economic lobbying.

17.9 Practice all Successful Arguments

A common method for presenting arguments in a clear, targeted and successful way is to practice an elevator speech or elevator pitch. This tried and tested seminar method is based on the idea that you are in the same lift as the mayor of the city, the president of the university or the director of the institute; this may not be as relevant in smaller institutions where one may see their managers more often. You have a time limit of 1–2 minutes to make the most important request so that the person responds in some way. The aim is to get a chance for a face-to-face meeting where you can present the whole issue of the library while there is no time to describe the problem; the focus is not on the problem, but on the solution. The librarian must think about the arguments to present the solution to the important problem. Is there a particular interest of the person that can be used as a starting point? How can you start the conversation with a friendly, non-intrusive greeting and get straight to the point? Which two short sentences with some content are essential to say? How do you say goodbye and keep the possibility of a follow-up conversation? Is it possible to leave a lasting impression? These questions are used for structuring, because in principle the advocate knows the arguments. But this is not enough, because an elevator speech must be practised repeatedly, which is the real secret of its success; the more you practise, the clearer the focus, the more understandable the cause and the friendlier and more committed the delivery. In 2013 the Association for Library Collections & Technical Services (ALCTS) provides some examples of elevator speeches that promote

their part of the profession. However, an elevator pitch should not sound memorised, it should sound natural, with the most important thing to always deliver it in your own way and remain authentic (More about an elevator speech see ALA 2024). While there are always many difficulties in the library, it is not recommended to start with the difficulties the library has. Some people say that if you start with difficulties, you will not achieve anything (Tise 2022).

When advocating for libraries, it is important to repeat the arguments. The Finnish Reading Association is an expert in repetition, as their campaigns always run for three years, and they repeat with many variations, with different infographics, while the final repeated message is: if you want your children to be successful, read to them. In Finland everyone knows these repeated messages that you must be literate to achieve anything. Libraries must learn from this and repeat their arguments for advocacy, as the librarians did for the Oodi library (Haavisto 2022).

17.10 Statistics and Impact Measures Support the Advocacy Arguments

Statistics about the library and comparable libraries are another valuable tool for advocacy and for achieving the advocacy goal. The IFLA Manifesto of Public Libraries states: “Ongoing research should focus on evaluating library impact and collecting data, to demonstrate the societal benefit of libraries to policy makers. Statistical data should be collected long-term, as the benefits of libraries within society are often seen in subsequent generations” (IFLA 2022b).

It is extremely helpful to have current library statistics to hand when responding to enquiries. Showing the library’s achievements through statistical comparisons gives confidence that the future project will be successful. It is best to focus on data about library use in all its facets. The purpose of a library is to serve people, and this should be presented as clearly as possible, preferably with compelling examples. The statistically proven fact that more people visit public libraries in Germany than watch football in the stadiums on a weekend is a remarkably successful one; even politicians use the comparison between libraries and football matches in their speeches because it is so memorable and, of course, conveys a certain cultural understanding. With a little skill, libraries can develop additional local comparisons that are equally striking and therefore easy to remember. The usefulness of statistics in advocacy is often underestimated; arguments can be well supported by clear data and positive statistics. As a result, several libraries in different countries were able to obtain additional funding for online lending due to the increase in digital lending during the COVID-19 pandemic.

Library value calculators are available online. They explain the calculations for individual library services and determine how much a visit to the library is worth in monetary terms. There is a calculator for public libraries (I love libraries 2022) and a shorter version in German, some of which can also be used for academic and special libraries (<https://bibliotheksportal.de/bibliothekswertrechner/>). This may come as a surprise to administrators and policymakers, but the value of the library as a place of learning is much more than that. It is not enough to advocate, hoping that good statistics alone will have an impact. More important are the solutions and the values that are conveyed with the arguments. Data need to be explained to policymaker; for example, very poor statistical data from the library may show that there is a deficiency that can only be remedied by the planned project. Public libraries that did not perform well compared to other libraries were in this way able to get funding from their municipality to improve their acquisition budget and library design. It is typical to win over decision-makers for the construction or extension of a library, as a new building always brings an increase in users.

To be successful in advocacy, it is often important to provide evidence and data about how the library is used, how much of a service the library provides, what the impact is and what the value is, which was seen when the web administration wanted to move the University Library from the Stellenbosch University website to a place where nobody could see it. The library director immediately protested, using statistics to show how many people came to the library's website every day, and why this also meant traffic and value for the Stellenbosch University website. The library director explained what the library did, what the services were, what the impact was, and why it was so important to keep the library on the university website. This advocacy was successful (Tise 2022).

Another way of providing evidence is to involve the people who will benefit from what the library wants to do, with the patrons supporting the library's arguments in front of stakeholders in the community or institution. Library advocacy, and especially funding applications, should be supported by surveys, focus group discussions or other elements of user group input; such consultation with user groups will strengthen the case for advocacy (Tise 2022). This role of user participation was also an important reason for the success of the new Aarhus Public Library; people were activated very early on to contribute their ideas for a new library, and this was incorporated into the building programme and the architects' plans (Hapel 2022).

But even a statistically proven success can have its downsides. There are city councillors whose public library has repeatedly been in the top three in the library rankings, who want to use this result as an opportunity to make cuts, based on their assertion that the library does not always have to be at the top, and that

a middle place would be fine if it were cheaper. Similarly, there are cities that want to deduct the prize money for their library's Library of the Year award from the overall budget. From a treasurer's point of view, such attacks on the library's budget are understandable, especially when the city's coffers are empty, but it is completely uncivilised to disregard efforts that produce exceptionally good results. Therefore, such approaches are clearly denounced and loudly rejected. A library must not be punished for its success; arguments and strong advocacy must ensure this.

17.11 Enrich Arguments with Success Stories and Images

In addition to the arguments presented, the interviewees believe that clarity is important to validate the arguments so that they remain in the other person's mind. Practical examples and memorable images say more to politicians than paper proposals, such as when a library director brought a music score manuscript that crumbled on the carpet in the Federal Chancellery when the Minister of State tried to look at it, with this haptic encounter immediately becoming a clear argument for the preservation of the written cultural heritage (Bürger 2021). Elsewhere, a library director told her political decision-maker a story about the cooperation with the Cologne waste disposal companies; the 100 refuse lorries collected Cologne's organic waste, from which biogas was produced, which was used to fuel the 100 refuse lorries and a future biogas-powered bookmobile. This bookmobile thus became part of the good cause of "organic waste" and the library director received unanimous approval for her new bookmobile, for which the administration could not provide any funds (Vogt 2021).

An example from the ZLB also shows the effectiveness of direct observation. When the State Secretary for Culture wanted to visit the library with a colleague in 2008, the Director General specifically asked him to arrive exactly 15 minutes before the library opened. He and his guest were then ushered through the staff entrance into the open area of the AGB and asked to wait with a view of the main entrance. He soon asked what kind of group was standing at the entrance, and was surprised to see so many library users waiting outside the library for it to open. When it did open, young adults literally rushed into the library and ran past him. Astonished, he asked what they were doing in such a hurry. The director general explained that they wanted to use the computer services offered by the youth library and that there were not enough places. In the years that followed, he spoke several times about this event, which impressed him so much, even though it was part of the library's daily routine. The State Secretary of Culture would not have experienced it so intensely if he had arrived after the doors

had been opened. So, it is important to create these moments. The new images that the library has to offer must be repeatedly anchored in the minds of administrators and politicians; in this way, convincing images, better than any arguments, should support the goals of a cause so intense that it “touches the soul” (Bürger 2021).

All of this is about stories written by people, by library users. What motivates them to use the library? What are their experiences and how have other libraries achieved great success through political support? What are their stories? Good guidance on how to do this can be found in storytelling. The examples from the Library Map of the World (<https://librarymap.ifla.org/stories>) are intended to strengthen the case for sustainability in libraries in this way. Bringing dry arguments to life and building an emotional connection with the contact person is key in advocacy. This also applies to advocacy talks, where examples and stories can be used to persuade decision-makers.

17.12 The Advocacy Talk

Never complain is the most important motto for every conversation in library advocacy and a clear statement of all interviewees. Complaining is completely counterproductive at the moment when the conversation starts with a solution; it is about commitment to the successful implementation of the solution. In this respect, the attitude of complaining is not appropriate and should not be displayed anywhere else. Advocacy for libraries is an activation programme for specific goals, and advocating a politician requires significant preparation. The librarian prepares the meeting in such a way as to be able to answer specific questions, and it is always good to have some effective statistics at hand and to be able to present them in a clear way. Often there are preliminary discussions with the secretary or an assistant before the politician arrives and the meeting starts. In this situation it is important to explain very precisely and emotionally why a face-to-face meeting is necessary, without putting all the arguments on the table, and the library’s political values can sometimes be used for this entry into the advocacy issue to get the meeting. However, the values also need to be tailored to the political aspects of the politician.

Clear, descriptive requests with good examples are needed in discussions with policymakers. It goes without saying that library terms should be paraphrased as far as possible or that the meaning of the term should be explained. This is why vivid stories are so important. Media and information literacy is a concept everyone is aware of these days, but not everyone knows exactly what it

is and why it is such an important key skill. The full scope of this key skill, which enables people to meet their information needs appropriately, independently and critically, should be presented as clearly as possible, without library jargon.

It is also a good idea to have a short paper and possibly a longer version on the subject of the request. A wise judgement must be made as to when such a written statement should be given, usually at the end of the meeting. This is because at the beginning of the conversation, the focus is on building a personal relationship with the other person and not really on the arguments. To do this, it is especially useful to look at the CV of the person you are meeting, as you can find points of contact without getting too personal. Unless, of course, the library is in a small town, where everyone knows everyone else anyway, and friendly and positive chats about others are part of the deal. What are their interests? Is it possible to talk about library services that meet those interests without a direct invitation to visit? The advocate lives with great empathy when it comes to convincing political decision-makers of a project.

Often, but not always, an advocacy meeting takes place in private. In principle, the development of a long-term relationship can develop more in a one-to-one meeting than when other people are present. However, it is increasingly common for only an assistant to be present to take notes, or for a conversation to take place between two people from the association or library. Such meetings may be a visit to several committee members or a meeting with the group as a whole, which should be planned even better than individual visits. There is no room for manoeuvre between the people on the library's side of the argument, and there must be total consistency in the arguments. In this way it is possible to convey the feeling that everyone is on the same side and wants to tackle the project together, or that the change in the law is urgent and necessary. Very precise agreements, clearly prepared arguments and, as far as possible, no corrections to the statements made by a partner during the discussion are absolutely necessary to deepen the impression of unity.

Increasingly, advocacy meetings are held online or over the phone. Usually, but not always, it is necessary to know the other person well from committees or to meet them in person from time to time at official events. The phone connection is the quickest and easiest way to communicate, especially with library or university committees, and can be remarkably successful if the persuasive power of the voice on the phone is used appropriately. An example was seen from the start of the new Qatar National Library: the library building was under construction, and the library wanted to open digitally and to sign an agreement with a publisher for its online offering of English-language academic literature. The budget was available, but due to the size of the order, the financial authorities wanted the library's supervisory board to decide on the procurement of the digital media. A

request was made to the board, but the chair deferred it to the next meeting. After a waiting period, the library management called each member of the board individually, explained the delicate situation very transparently and revealed the planned digital opening of the library. Each member of the board was then asked individually to sign a prepared confirmation by a certain date that they agreed to the procurement. All the political decision-makers agreed, with only the chair of the board not replying. After some hesitation, the finance department was convinced that the majority was in favour and the money was released. At the next meeting, the board was given a factual report on the outcome, and the focus was on the plans for the great digital opening.

Telephone advocacy also needs to be well prepared with a clear direction, such as when conflict situations need to be resolved convincingly. On the phone, it is easy to listen carefully and understand the vibrations because you are not distracted by facial movements. On the other hand, you cannot read the other person's face, and you need to be persuasive with your arguments. Of course, social media is also used to influence and persuade political decision-makers, with several NGOs building their advocacy in parallel with social media and actions. In the library sector this is used as part of broad advocacy campaigns aimed at citizens, not very often at policymakers, and sometimes the success of an advocacy project depends on a single conversation, with examples including the outsourcing project in Berlin and the extension project of the University Library in Göttingen. Nevertheless, a lot of advocacy is done before such success occurs. The preparation of an official advocacy meeting must focus on how it can be turned into a win-win situation for the other party and how the interests of the other person can be linked in direct advocacy talks. The written concept can be immensely helpful, but it is less relevant than the personal impression the librarian or information professional makes on the other person. The most important thing is for the advocate to convey a sense of commitment to the cause.

Several interviewees said that you must be passionate about the project to impact on the other party in the meeting; only when this personal commitment is visible will the arguments be listened to. The choice of words is also especially important, and the argument should specifically address the interests of the other party, as far as possible broadened by the values that the library and the politician have in common. Particular attention should be paid to which arguments and values can be used for each party to achieve the same goal, and what the majority ratios are in the voting body.

A quick reaction is usually expected when an interlocutor suddenly suggests compromises. If you listen carefully, there may be other interests at play in the offers of compromise that a librarian should try to anticipate; after all, politics in a democracy is the negotiation of compromises. However, there is value in accept-

ing compromises after a quick check to see if they really guarantee a step towards the desired goal. A good example of this is the new building of the State Library in Karlsruhe (see chapter 17.3), which initially received underground stacks from the financial authorities as a compromise for the desired location; in the end, however, a new library extension was built in two phases (Mittler 2021).

The conversation can end in a number of ways, the friendliest being an invitation to the library, which can also be said in the case of a slow meeting. At the end, you should briefly summarise the results to make sure that you have understood what the other person has said, especially the promises they have made about how they will support the library or the project. In the case of purely advocacy meetings with political decision-makers, as opposed to agreements with the administration, it is not usually the case that the results of the meeting are subsequently sent. Librarians cannot force the other person to keep their promises but only remind them carefully of these, which is why it is so important that one's own project can be linked to the interests of the decision-makers to support their goals.

17.13 Process Failure and Rejection

Failure is part of successful library advocacy. All library advocates have experienced rejection, often for the very project they went on to successfully implement. How do you prepare for rejection in advocacy? You simply must accept rejection when you realise that your arguments are not going to be taken on board by the other party. If possible, try not to present any more arguments, but first listen carefully to find out where the negative attitude comes from. Perhaps the policymaker is expressing interests that can be addressed in a different way. Are there other advocates who have different ideas, who work against the library project or who feel affected by it and who have already done their part of the advocacy work? These questions should be answered carefully. A rejection must be dealt with by considering whether it was due to the way the meeting was conducted or whether all the arguments were not fruitful. One must be prepared for rejection, but the fear of rejection should not hinder performance. Rarely, as in the case of the Berlin Senate Library (see chapter 15.5), it is possible to have other people prepare a positive discussion beforehand.

17.14 Luck, Chance and Other Disasters

There are catastrophes that sometimes make it immediately clear what was previously impossible to achieve through long discussions. Observers agree that the fire at the Herzogin-Anna-Amalia Library in Weimar led to the adoption of the first new library law in Thuringia in 2008, after years of advocating by the German Library Association. Today, some advocates consider it – terrible to say – lucky that this tragedy happened. And it is certain that this fire, as well as the collapse of the Cologne City Archives in March 2009, encouraged calls for the preservation and digitisation of written cultural heritage, and subsequently the establishment of the KEK and the German Digital Library – important milestones for preservation and digitisation in Germany. Such moments cannot be predicted; they just happen, and they can help to advance the precise requirements. Most of the time, the spontaneous decisions that are made then have a really long lead-in time. If the Thuringian Library Association had not tried to persuade the Thuringian parliament of the need for a library law through intensive advocacy years earlier and had not prepared drafts of a library law, the spontaneous but lasting decision to pass the first law would certainly not have come about.

You could say that there is always a bit of luck involved in successful advocacy. In Mannheim, a branch library was set on fire by youths and burned to the ground. This disaster spontaneously generated a great deal of solidarity for the library, so much so that veterinary practices set up return boxes for library books. A wave of solidarity carried the library out of the disaster and became the catalyst for the new building project. Because the head of the cultural department convinced the mayor of the need to build a new library, the mayor was also behind the project (Schmid-Ruhe 2021). This is in line with the statements of another interviewee, who advised to always use the top-down method for large projects, because this way a project is better supported (Hattke 2021). Aarhus Municipal Library was lucky at some moments in the planning of the main library. During the economic crisis in 2008, the library went to tender and got really good prices for the materials for the new library building and could keep within their budget, which is very unusual (Hapel 2022). Luck was also an element in the new Helsinki Central Library building. The Oodi Library was an exceptional project where every action led to further progress, which rarely happens (Haavisto 2022).

It was also a stroke of luck to be able to give a lecture on the library's projects in front of the future Minister of Science, who had not even been elected yet. Similarly, it can only be a coincidence that the brother of the cardinal who had to give permission for the grandiose Palatine exhibition by the university library of Heidelberg had attended a persuasive seminar with the director of the library years earlier (Mittler 2021). Depending on their assessment, the interviewees attributed

between 1 and 10% of the relevance for successful advocacy to “luck” in relation to the events discussed here. On closer inspection, luck was also somehow involved in the many efforts of the advocates, not only because they are deeply involved in their advocacy goal, but because they are involved everywhere, helping others and generally being active for their own and other libraries.

It is therefore particularly important for the advocacy of the individual library to follow the chosen goal in the long term, while at the same time working for the library network and with luck, situations will arise where all the demands fit the moment and suddenly become politically relevant. This happened with the Shanghai Library and the new Shanghai Library East Building when the city suddenly had money to spend on the project. Perfect preparation is the basis for a successful project.

Luck has a lot to do with opportunities, and these can be found at receptions. For some advocates, receptions are part of their strategy, so they always go to all the receptions to meet, for example, the president of the university and other people, to hear some rumours and to know what is going on. At a reception at Stellenbosch University, the library director met the newly appointed IT director who immediately wanted to know everything about the library, even the difficult issues, and offered to help. When the director explained the difficult situation with the underground mobile phone connection, which was only working for one mobile phone provider and not for the other, the IT Director offered to help as she had just met all the CEOs of the IT mobile phone companies at a reception in Johannesburg. She wrote to the relevant CEO and after 16 years of struggle, the Stellenbosch University Library got the connection in a very short time. The library director believes that this again shows the importance of attending social events, mingling with people and being introduced to someone important to your library (Tise 2022).

17.15 Choosing the Right Moment

There is always a good time for advocacy, especially regular advocacy across the library network. For certain projects, however, the timing should be carefully considered. There is a lot to be said for advocating those who are new in office right at the beginning of the election period, or to become active before that to be included in the coalition negotiations with relevant points of view. If a member of the European Parliament or a member of a university senate has not yet gone through all the committees and set goals for his or her term of office, there is a chance to contribute to these projects with solutions.

Another good time is when you can offer a solution to a problem that is currently troublesome for the policymakers, which is why library associations try to get involved in national strategies. If a new digital strategy is to be adopted, it should be discussed beforehand to allow organisations such as the library association to have a chance to help shape it. In Qatar, the ministry sent the draft digital strategy to the National Library for comments, which allowed the library to include in the strategy its offer to support other libraries with a central digitisation centre. However, as the library had been in contact with the relevant people in the ministry for some time and had provided assistance on other issues, the timing was right, as Qatar National Library was already part of the network and was therefore considered. The active network around the library is the best guarantee that the right moment can be seized.

There is sometimes talk of an open window that will eventually close. In an attempt to regulate eBooks in libraries, a deadline in the summer of 2020 relating to copyright and compliance with EU law could be used. Unfortunately, the window closed before the Federal Council's eBooks initiative could be pursued, meaning a new attempt has to be made to introduce the topic into a decision-making process (Schleihagen 2021). As in all phases of advocacy, the right timing is important and must be correctly assessed.

The timing was right when the National Library Board Singapore made a presentation to the country's leaders. It was during COVID-19 and the financial aid was focused on Singapore's business and social aspects, because some people were left behind, such as those who lost their jobs and were unable to find new ones because they did not have the necessary skills. With this situation in mind, the National Library Board began to present to the government how it could help people learn new things and break down various barriers to learning. A lot of learning takes place in private institutions that are geared to cost, but the library is about lifelong learning. The final step of the National Library Board was to make a presentation to all the politicians at once and they were able to persuade their minister to help them set up a facility in parliament during the budget days in Singapore and managed to get partners from different technology and design companies to come together and help with the installation. They wanted to show the cabinet and all the politicians in parliament what the National Library Board meant for learning in Singapore and because the partners believed in the project they did it for free. On that day, about 40 politicians, including the Prime Minister, the Deputy Prime Minister and the finance minister, came to see the presentation, which was for the preparation of the budget for the following year. The Prime Minister later took pictures with the National Library Board team and posted them on social media, with the press excited to cover it, and it being a suc-

cess for the National Library Board's advocacy for the following year's budget (Tan 2022).

17.16 Patience and Persistence – Important Elements of Advocacy

Patience and persistence are essential for successful advocacy (Wu 2022). According to the executive director, the German Library Association must have the stamina of a marathon runner and not give up just because a proposal has not been adopted for a long time. As an example, she points out that since 1949, the German Library Association had repeatedly called for a library law, about every ten years. But it was only after the recommendations of the Enquete Commission that the issue was taken up politically (Schleihagen 2021). Finally, after the President's speech in Weimar in 2008, the first law for a federal state was passed. To date, only six of the 16 federal states have passed laws that include libraries, although the Enquete Commission's main demand, that public libraries be made a compulsory local authority task, has not yet been implemented. Nevertheless, these are decisive steps towards achieving the long-term goal in all federal states, which has laid the foundations for the German Library Association to continue to advocate the federal states for even better library laws. Copyright is also an issue that the German Library Association has been pursuing for an extraordinarily long time and must continue to do so. The debate on digital rights has been growing steadily since the 1990s. Without the support of the many experts who have worked together in the legal commissions of the associations to develop arguments and advocacy papers – and who continue to do so today – the legal situation for library services would be exceedingly difficult for their users. This also includes the long-term commitment of many association members at European level with EBLIDA and LIBER (Schleihagen 2021).

In Göttingen, too, it took a great deal of perseverance on the part of the library director at the time to keep the *Paulinerkirche* as part of the university library for many years and finally to transform it into a modern exhibition space. With almost no funding, but with a lot of extra commitment from the staff and sponsors, events were created and exhibitions designed and carried out to keep the topic open for discussion and to create a modern exhibition and event space for the University Library in the long term. The finished and up-to-date concept for a conversion had been planned for a long time. But nothing happened for years, until one day, after the director had given a lecture on the library to another organisation, something suddenly changed. After presenting the library and discussing the beautiful plans for the historic building, he was approached by a

young man who wanted to know more and engaged the director in a stimulating and pleasant conversation. Just 14 days later, this person became the new Minister of Science in the State of Lower-Saxony, was the director's superior and later approved the restructuring plans (Mittler 2021). Is that luck? A little, perhaps, but essentially it was the persistence of the library director to keep pointing out that a place could be developed that would make the library shine with its valuable book collection and offer the university library a beautiful window in the middle of the city.

Persistence was also the basis for the Saxon digitisation programme at the State and University Library in Dresden, Germany. Initially, this advocacy issue was only discussed in advance with the ministry, but later the then director-general kept raising it at every meeting of the SLUB's board of trustees for years, until the issue of digitisation suddenly became politically topical, with the project also suitable for the ministry. Today, the digitisation programme includes millions of dollars for digitisation, retro-conversion of catalogues and licences for digital books and journals. It has been preserved as a national project of the SLUB, in which digitisation is combined with the original preservation of the written cultural heritage (Bürger 2021).

When newly developed library strategies, as in Lower Saxony in Germany, are not even taken up by the responsible municipal authorities, one can only point to the perseverance that is such an important part of advocacy. Just start, implement the agreed goals in small steps and keep pointing out the library strategy – that might be some advice for this situation. Giving up is not an option, because the goal is still to make things better for library users. Involving them can gradually lead to success and recognition of the library strategy.

These examples alone show that you should not give up if your advocacy plan is not successful. It really does take a lot of patience and persistence and significant repetition of arguments, especially when it comes to plans like building a new library. Many librarians can tell you how a building in their town seemed hopeless for a long time, and then suddenly an opportunity arose to make the project a reality. This is the moment for those who are well prepared and have not given up, like the Shanghai Library (see chapter 10.2).

17.17 Surprise and Humour – Pillars of Library Advocacy

A good way to win over political decision-makers is to keep surprising them with something new and special. For example, the short template for the outsourcing project of the Berlin Senate Library, which was presented to the member of parliament as soon as he expressed his wish. Or that finished building plans are

available when political discussions are just beginning. It can be a small project that the library starts with and surprises the public, which helps to demand a consolidation of the project by the politicians. Or it could be something as simple as announcing that only three minutes had been scheduled for the annual report and the future topics of the Cologne library, which made the cultural committee smile. You can imagine how enthusiastic the members of the culture committee were to find out the most important things in three minutes instead of a lengthy lecture (Vogt 2021).

In Singapore, there was an important meeting where Singapore's top civil servants, including the prominent finance minister, were on stage. When it was time for questions and answers, instead of asking a question, the person from the National Library Board gave a pitch. The pitch was about the new project that the National Library Board was planning, and they were asking for support from the Ministry of Finance. When the library director made the pitch, he did not expect them to say yes or no to the project immediately, because you must go through a proposal. He made the pitch because he wanted to get it into their minds that there was a project from the National Library Board so as for the civil servants to remember the pitch and recognise the project (Tan 2022).

Surprising with elements that one would not expect from a library is another criterion to gain attention from politicians. This happens in conversations about library activities, such as 3D printing, digitisation of old slides, or knitting classes based on patterns from the library's books, which are all activities at Qatar National Library that were not previously associated with a library and that have attracted a lot of attention and recognition from policymakers. There are also a lot of fun things that happen in libraries that highlight the library's skills and services; indeed, anyone who has had to deal with the legal traps of bureaucracy in their advocacy projects knows that humour is essential in advocating for libraries.

17.18 The Advocacy Letter

The advocacy letter is no longer as relevant as it once was, whether it is sent by post, e-mail or posted on the website. This is the unanimous verdict of library advocates, who all rely on face-to-face meetings with policymakers. Only direct contact, which can be by telephone or online if you have already met the other party, will elicit a response and have an impact, which can be another meeting or a referral to a body relevant to the project. Sometimes the German Library Association has library directors send letters to their MPs before a direct meeting. Perhaps the letter has a different function like an introduction in such contexts.

As one interviewee said, even if the letters are sent with full titles in the salutation, or handwritten with a fountain pen, the response is zero (Vogt 2021). Public letters of protest and support for the library are slightly different from the original advocacy letter, where the library is trying to achieve a goal by writing a letter. This can be good support in a difficult moment, to show the support of the library's partners.

17.19 Engaging the Press and Public

If a project or situation is particularly difficult for the library, the “first administration, then policy” steps are often exhausted. How can your advocacy issue be further promoted? There is no reason to shy away from going to the press, although there are a few things to consider within a university and as a city institution. Friends of the library offer their support in informing the press about issues that have been left to the administration and decision-makers; they can take up, report, suggest, criticise and denounce everything, because they are users and citizens who want to support the library, while other partners can also support the library. Libraries embedded in institutions, such as university and special libraries, have a harder time but, nevertheless, there are good examples of how projects can be successfully implemented with the support of the press. The then director of the Heidelberg University Library happened to be sitting next to a journalist at a concert and told him in passing about his plans for an underground book stack in the middle of the city. A little later, the journalist paid him a visit, as his editorial board had decided to support the university library project. From then on, the regional newspaper regularly reported on the library, its activities and problems, giving it a positive image and repeatedly bringing up the subject of the underground book stack. In fact, after only a few years, the underground book stack for the Heidelberg University Library was realised (Mittler 2021).

The press also played an important role in the decision to build a new municipal library in Mannheim. Similar to the Heidelberg example, this was a matter of long-term positive press coverage. With two to three articles a week on the teaching of media and information skills, the media parents' evenings and events on the protection of children from harmful media, the library acquired a high level of competence in the eyes of the city. This was attractive and convincing enough for the new mayor to choose the library as a project (Schmid-Ruhe 2021), illustrating how long-term positive support shapes the image of the institution and ultimately enables projects to be implemented. The situation in Würzburg, a city in southern Germany, was similar but quite different. The city council had cut the library's acquisition budget and the director turned to the press, not to publicly

criticise the lack of an acquisitions budget, but to find a solution to the problem. Various proposals were put forward in the search for sponsors, with the first company to come forward putting a picture of the library on a bottle of wine, proposing fifty cents of every bottle sold to go to the acquisitions budget. After this was widely publicised in the press, Würzburg's most famous chicken roaster came forward, with the mayor invited to the launch of the partnership and 50 cents also donated for every chicken sold. Finally, chairs were needed for the library and, with a nod to the Nena song '*99 Luftballons*' (99 Red Balloons), 99 chairs were individually sponsored for the library. The most important development came afterwards, as the city council recognised the many successful activities and decided to reward the library director and approve the budget for the library. This is a great example of advocacy; don't be depressed about the lack of budget, don't mourn the library, but just start and develop solutions. In this way, a disadvantage becomes a positive activity (Vogt 2021). The press is much more supportive of a library project than simply reporting on the lack of a media budget, which could have a more negative effect on the library. However, it must be admitted that these were special situations, as positive library activities are not always rewarded so quickly, and the press prefers to report negative news rather than positive news because it attracts more readers. But the opportunity to place exceptionally positive stories is real and always has a good impact on advocacy.

For the library in Aarhus, press coverage of its extraordinary activities was particularly important and the library put a lot of emphasis on this. They made sure that everything that happened was reported in the media, so that the decision-makers were aware of it. In this way they built up social capital in the political circus (Hapel 2022).

There is a wide range of literature on marketing and public relations for libraries that provides sufficient basics and information, so successful public relations will not be discussed further in this context. It should be emphasised again that it plays an important role in all advocacy work.

17.20 Exhibition Openings and Other Events

Exhibitions are not only a presentation of the library but also have their own function for successful advocacy. The general advice for library people is to create opportunities for advocacy contacts. In addition to the library's own exhibitions, there are other receptions at a university or in a community where you can meet relevant people. As well as meeting people you already know, it is good to make new contacts at these events. New people mean new possibilities. Whether you have a glass of water or wine in your hand, it makes sense to make the most

of these moments. The small talk at the reception is not the moment to tell the minister, the mayor or the university president about the fundamental problems of the library; such a reception is also a moment of relaxation for these people, which should not be disturbed by problems, even if politicians say that they are always in office. It is a moment that should be used for good-natured contacts and words of appreciation, to establish a direct relationship with the library, or perhaps to hint at great ideas that one would like to present in a forthcoming discussion.

It is also important to consider the environment of political decision-makers, as many officials and assistants also appear at these events and can be at least as important and helpful as the exposed personalities. The more often you meet these people at events, or they come to events in the library, the more trust can be built up through regular contact. This is what makes real advocacy successful. At the same time, these events also serve to strengthen contacts with other institutions and to discuss new ideas for joint action. Of course, sometimes it is the politicians who take the opportunity to raise a difficult issue, or they expect urgent feedback. Then of course you can deal with it, but it is also an advantage if an in-depth discussion can be arranged elsewhere. The more libraries are in dialogue with policymakers, the more likely it is that all issues will be discussed at all times. The author herself recalls a situation at a high-level event in Frankfurt, a moment of successful lobbying in the basement between the cloakroom and the toilet doors, which led to the inclusion of a new building for the Central- and Regional Library of Berlin in the coalition agreement of the Berlin government in 2011.

There are librarians and information professionals who find it particularly difficult to make small talk and who absolutely do not enjoy socialising at receptions, especially when they are new to an institution. Nowadays, socialising and small talk are part of the job of a library manager, even if it is not part of the job description and is done outside office hours. But it is the basis for successful advocacy, and there is plenty of material on the web to learn small talk. Diplomats are trained to avoid topics such as religion, politics, illness, sex, gossip and, if necessary, to talk about the weather to get out of uncomfortable situations. It is not the content of the conversation that is important, but the atmosphere that is created; a very friendly, respectful encounter always creates a pleasant atmosphere. Genuine interest in other people and the ability to listen well are essential skills for a good conversation. Topics such as education, work or travel build bridges, and if librarians can talk enthusiastically about the library profession, people will be surprised by modern developments and new activities, which is a start. Even if it turns out later that the person is the assistant or spouse of an important person, they too have influence and may be able to make a difference. In the evening,

small groups of regular acquaintances get together to exchange the latest rumours, which can sometimes be useful. It would be better to approach strangers and consciously make new contacts to give the library a wider network and new moments of happiness.

Another piece of advice for library advocacy is to organise many library events. Valuable contacts can be invited and, when they come, the library director can present the library as a host. In this way the library and its activities are directly perceived, and the library management can create a relaxed atmosphere of special welcome.

17.21 Personal Attitude and Appearance in Advocacy

Another key aspect comes from the examples, where it is the enthusiasm for the project that everyone can feel. It is the amount of energy that library advocates need, and it takes a long time because it is often a hard process to achieve success. It is the enthusiasm for the advocacy project, which is sometimes even more important than the arguments used in advocacy. People feel the personal commitment which is a guarantee that the project you are advocating for will be implemented. It requires an inner conviction about the necessity and importance of the planned goal; only in this way can others be enthused. Decision-makers will notice immediately if library management is not fully committed to the desired change; without personal commitment, arguments often sound artificial and therefore unconvincing. A common characteristic of successful advocates is that they are passionate about the projects themselves. In addition, regardless of seriousness, a narrow and stubborn view is an obstacle. A certain amount of flexibility to be able to listen to oblique political arguments is highly recommended. Humour, sometimes even dark, can help to overcome long unproductive spells before a project is finally approved.

Appearance is important. Sometimes one's own personality can get in the way of a successful performance. Someone who cannot hear the nuances, who cannot adapt quickly and well to the other person will certainly not be able to pick up the points that the other person is making. This sensitivity can be trained and is an important skill for successful advocacy; a good listener knows better what the other side wants and how to win them over to the project. The first impression of a person is conveyed in a tenth of a second (Willis and Todorov 2006), and the observer is usually right if the person seems authentic. This means that not a single argument for libraries has been made or heard up to that point. Accordingly, the first impression and the overall effect of a librarian is the door-opener to listen to all arguments. This moment is more important than the argu-

ments themselves. This first impression can be trained and improved, however, it is especially important not to pretend anything. This would undermine authenticity, which is crucial for the overall impression. Remaining authentic and not pretending is and remains the be-all and end-all for any leadership position, just as it is in everyday life.

What do people remember when they think of the interview with the President of a country that was broadcast the day before? Hardly anyone can repeat the words or even all the key arguments. What is remembered is the impression the president made, whether the mood was positive or serious. It has been scientifically proven that the content or arguments do not make up a significant percentage of the communication, which is a rather depressing finding, and advocacy for libraries is no different. Of course, it is important to have good arguments and to present them clearly but, in fact, arguments play only a minor role in whether the other person listens and engages with what is being said. Respondents estimated the importance of personal appearance in advocating for libraries to be between 20% and 60%; for most of them, personal appearance was far more important than any other aspect, and far more important than arguments. Is that depressing? Can arguments be dispensed with altogether? Of course not, but you should work on your personal appearance. This depends first and foremost on one's own attitude towards the advocacy project; if the librarian or information professional is not completely convinced of the idea he or she is advocating, and if the librarian is not absolutely committed and enthusiastic about it, then the other person will not be enthused. Librarians and information professionals who are successful in library advocacy are those who are convinced of the important role of libraries in society and convey this to the policymaker through their attitude. Those who enter the discussion with this conviction can convincingly communicate the project and its positive impact on children or students, on research or the games industry. It is this enthusiasm for the goal and the sense of urgency that convinces others.

There are extra points for appearance. A positive attitude is immensely helpful in any advocacy for libraries. The most important rule is never to whine or complain about what is not working and why the administration or politicians should help now. Politicians hear complaints from all sides. Loud whining has no place in library advocacy. Never complain, because it is understandable that policymakers would rather support someone who meets them with a positive attitude and presents solutions to problems than someone who wants them to solve library problems. This is a crucial difference in approach; if politicians are asked to solve problems, they must do the work themselves, but if they support solutions to problems, the petitioner will take action and present a result to the politician. Looking ahead is another tip given by several interviewees. Some produce annual reports that present what will happen in the library in the future, while

others look at the innovative technology and innovative structures that need to be developed for the future. In some examples, this aspect of combining one's own advocacy for libraries with a new, innovative goal is highly successful.

In some situations, such as the fight for better copyright, this can be seen differently, as Wyber thinks that librarians as a field are not necessarily particularly good at tough negotiations, as the field is pre-programmed to be happy with what it has. There is a tendency to concede and put on a brave face, not to look like librarians are complaining, even though the situation is clearly destructive. The French e-lending system is a fantastic example; everyone hates it in private, nobody hates it in public. Sometimes you need personalities in the field who are prepared to show a different face when it is needed. Librarians do not want to be troublemakers, they do not want to be the problem child, they go along with people, but this also means that it is difficult to hate libraries. Nobody wins by hating libraries; if someone were to sue a library, it would be such a stupid thing to do from a public relations point of view (Wyber 2022). We thus need to keep in mind that a controlled negative reaction as a sign of disapproval and rejection in some moments of negotiation and advocacy can make a difference.

What skills are needed for successful advocacy? Can these skills be learned? It is becoming increasingly clear that the way we present ourselves is an important part of our success in advocacy. People convince others when they are convinced. Librarians need to be passionate about the library and the advocacy goal, or at least exude enthusiasm, if they want to win cooperation partners and do successful advocacy. This is so easy to do with libraries in all their diversity, because there is so much to get excited about. All respondents agreed that exuding enthusiasm, conviction, passion and positive joy are essential foundations for successful advocacy, which also applies to those days when everything goes wrong and the best advocacy fails to make a difference. At that moment, it is important to carry on, not to give up, and to try new ideas and start again.

Of course, there are people who already have these skills when they come to a library as managers or public relations officers. But anyone can learn these skills, and experience is another important aspect. The more you practise, and librarians can practise well with funders, the more you know the crucial elements that matter, the right arguments and the appropriate appearance. In this respect, it is good if the next generation of future library managers is involved in these activities to gain experience.

First and foremost, it is not about skills but about authenticity, a term that was mentioned by almost all interviewees. Authenticity in promoting the good cause of libraries creates credibility, trust and reliability, all of which are essential for a perfect partnership. Appearance is important in many areas of politics; working with libraries has shown that their representatives remain authentic

and are serious and reliable. In this way, many library advocates have gained a great deal of trust and a high level of credibility, which has given libraries and library associations a good reputation.

17.22 Supporting Library Advocacy with Protests, Demonstrations and Strikes

It has become common for advocacy on climate and nature issues to be accompanied by organised protest actions. Librarians and information professionals can use their associations to mobilise people and support protests, with some flash mobs having been organised in support of libraries and reading at some events, as well as demonstrations when libraries were to be closed and even actions on copyright issues. For the library's own advocacy project, it is important to think carefully about whether such an action will contribute to the solution or be supportive of the project. There are only a few, targeted moments when such an activity is likely to be successful.

In one particular case, a very famous librarian in Weimar made a public threat that he would leave the library and the city if urgently needed positions for the library were not approved. This announcement contributed to a positive change in the decision of the board of trustees but this was an exception, a deliberately escalated advocacy target that was successfully resolved under a high-risk power principle. You can only take that risk once, and the situation must be analysed very carefully. Nobody should take this as an example because such announcements usually go wrong.

17.23 Celebrating Advocacy Successes

Victories in library advocacy sometimes come suddenly. No matter how big or small they are, it is important to celebrate every little bit together with the people who support the project. You need to celebrate and thank the people in the network for their contribution to reaching the goal or taking a step towards the goal. Celebrations build team spirit and are the basis for new ventures.

During a celebration you can understand what led to the positive result or where the current weaknesses and strengths are. It helps to communicate with supporters and find out how they see the advocacy process and if there are points that can be better managed in the future. Celebration is part of reflecting on what has been done and how it has been achieved; with this in mind, celebrating success is the start of the next round of advocacy.

17.24 Summary of Advocacy Tips

From the start of any advocacy project to the launch of a campaign, which is not the subject of this book, everything needs to be carefully planned. Some advocacy work needs to be supported by campaigns and has a broader focus; this depends on the country, whether something like citizen campaigns is a normal part of advocacy, as in the USA, or whether it is almost unthinkable in the local society. The tips above will help in many situations and should provide a good basis for successful advocacy. There is one important point to add; every little success in library advocacy should be celebrated, together with all partners and most importantly with library staff and users. Celebrations are another part of promoting the library's success and the new basis for the next library advocacy activity. Finally, one of the best pieces of advice for good advocacy is to marry a politician, which came from the Librarians Association of Malaysia years ago when they were asked why they were so successful in advocating for libraries. They had several librarians who were married to politicians, who they asked for help whenever they could, with their partners incredibly supportive.

18 Advocacy for Libraries – the Best Quotes

These experienced advocates have agreed to share their top tips for library advocacy with the younger generation; with the following quotes, they provide a basis for avoiding common mistakes in advocacy and for practising the basic attitudes that make success more likely. All quotes from the German interviews in 2021 are translated into English, with those from the international interviews in 2022 part of the original English interview.

18.1 Advocacy Concept and Plan

There is a lack of [political] advocacy towards decision-makers. Very often advocacy is understood as just marketing. (Jennefer Nicholson)

Have a strong vision and share it in a consistent language! (Liv Sæteren)

Make sure the content of your advocacy is new – rather than “more of the same”. Most politicians and decision-makers are visionary people, they are really interested in the future. It does not matter if the image you are depicting is a little bit blurry, as long as it has a certain feel of being unique and new, preferably with a bit of a wow-effect. The blurriness leaves space for decision-makers to fill in the vision with their own thinking and wording. (Rolf Hapel)

You go everywhere, not because you want to do advocacy, but because you have a cause. (Elmar Mittler)

You need a good plan, and do not change your theme. Work hard, step-by-step to that direction. (Wu Jianzhong)

Working through your concept, analysing what is your concept, if you have a vision. (Liv Sæteren)

The most important question is why? Why should someone get involved in the library? Only by taking the other person’s perspective can you see what they get out of working for the library. Purely intrinsic motivation is rare. With this mindset as a starting point, you can begin your advocacy activities in a targeted way. (Hannelore Vogt)

You must always remember to do things in such a way that other people can see that they can achieve their own goals with what you want. That is the recipe for success. (Elmar Mittler)

The core of library advocacy is content, I mean, is to decide what to advocate. (Li Donglai)

Ensure that the gains for the sector of the advocacy you are doing are very clear and needed. (Jennefer Nicholson)

18.2 Advocating for Solutions

Only by offering solutions can you achieve anything. (Elmar Mittler)

It is not about what we are called, it is actually about what we do. (Jennefer Nicholson)

In your advocacy, do not focus on library as an institution, focus on we are helping people to learn. (Gene Tan)

Here is a problem; if you help me solve it, I will tell you how to do it, you do not have to do any work (just do not expect the other person to think about it), here is the finished concept. (Elmar Mittler)

Rehearse your narrative, the narrative about what needs the library must fulfil, the societal problems the libraries are solving. And always try to formulate it not so much as a need but as an opportunity. The centre of the narrative should highlight the fantastic opportunity that is here now. It should be aligned with the current politically held strategies and policies about development of communities and society. The narrative is not intended for the library, it is aimed at the political level, the decision-makers, for them to seize the moment and make it hers or his narrative and run with it. (Rolf Hapel)

It is not about self-interest! Library advocacy is always about the public good. This distinguishes it from lobbying for personal and economic interests. (Claudia Lux)

That is the biggest difficulty, when you only think from the institution's perspective and do not link it with what is important to the country. (Gene Tan)

18.3 Values

Do not overestimate the rationality of decision-makers, do not forget the human edge. (Stephen Wyber)

We should always focus on the value that it brings to us as a human being. (Rashidah Begum)

I believe that we need to advocate the value of libraries and what libraries can contribute to the society nowadays. What is the value of libraries? That is, what libraries can contribute to today's society. In short: know ourselves, the library's unique value and contribution. (Li Donglai)

18.4 Go Out and Listen!

Do not be so much involved in your routine activities. Take time to go out and mix with the community and find out exactly what they do. (Rashidah Begum)

Go out from the library and invite others in. (Liv Sæteren)

Do not stay behind your desk, you have to go out, that's how you can convince people. (Wu Jianzhong)

You have to go out and see what the information need is. (Rashidah Begum)

Librarians are looking inwards at what services can we deliver, instead of going out and asking what services you would like. (Jennefer Nicholson)

18.5 Consensus and Dissent

You need some kind of consensus that change is needed, otherwise it will not happen. (Carolina Botero)

Politicians do not want to stand between two people, so make your issue look as consensual (or at least obvious) as possible. (Stephen Wyber)

Know who the key players are, understand their position on the issues, and use this in targeting your advocacy with the relevant approach and to the right people. (Jennefer Nicholson)

The power that the economy has in developing countries needs to be observed. Rights owners are so powerful, you need to develop very good arguments and be aware, as their reaction is very strong. (Carolina Botero)

Make sure your messaging (arguments) is the right messages – that they are concise, easy to convey, evidence-based and supported with that evidence plus any “spin” that relates the advocacy to those you are advocating to i.e. contextualise it to their situation so they can more easily understand it. (Jennefer Nicholson)

Be aware that people will oppose you. So, you need to think of the counter-arguments, and you need to think of the reasons why someone might not do what you are asking for. (Stephen Wyber)

In negotiating (especially in copyright) be aware that over time you are not giving away pieces that are important. (Carolina Botero)

Your messaging should be consistent – and persistent (Jennefer Nicholson)

18.6 Administration – Key Player in Advocacy

At the municipal level, the administration is a partner not to be underestimated, alongside the city council and the mayor. Employees have often worked there for

many years, have extensive expertise and know the legal issues and tricks of the authorities. The administration can be an irreplaceable supporter of political advocacy. (Eric Hattke)

Contact with the administration is important, but there are some things you just have to do! (Hannelore Vogt)

18.7 Excellence and Capacity Building

When you strengthen the capacity in the public librarians and in their associations, this can help to make them more independent; in addition, other associations of the society can help to change political imbalances. (Carolina Botero)

Keep learning all the time. You must be a self learner, as all things are changing so fast. We have to motivate ourselves to be learning all the time. (Rashidah Begum)

Understand the constraints that the library sector has in developing countries; they face very important barriers and constraints, so it is not that easy for them to advocate. (Carolina Botero)

Some associations produce a well written letter for advocacy and put this on their website and think then the people will listen. No one cares about your website, be humble! (Stephen Wyber)

If the work of the library is unsuccessful, the advocacy cannot be successful, and it does not even matter to advocate or not. (Li Donglai)

Surprising decision-makers again and again should be part of any advocacy. (Claudia Lux)

If you want to do something bigger, then you must convince the decision-makers by working harder. (Wu Jianzhong)

18.8 Storytelling for Advocacy

Every time a person comes to the academic library ask whatever information was needed and received and if this changed anything for them and if it helped them. Interview them to find out [and use it for advocacy]. (Rashidah Begum)

Visualize your vision with storytelling. (Liv Sæteren)

18.9 A Network for Advocacy

Share and discuss your vision with your team, then you are more credible. (Liv Sæteren)

It is very important for the library to maintain regular contact. The most successful ones not only come to the cultural committee once a year to answer questions but stay connected throughout the year. Just like the dbv does. (Barbara Schleihagen)

Look like you unify things by bringing together in one intervention the voices of lots of people, rather than having lots of different voices coming in (Stephen Wyber)

You need to find the right people for your organisation. (Liv Sæteren)

More cooperation, more professionalisation based on a division of labour, fewer institutional reservations and more impetus from civil society are the keys to successful advocacy. (Thomas Bürger)

At least when you advocate that you understand the problem. (Carolina Botero)

When you make the first contact, it is not enough to have a number on the account, it must be a personal contact that has to be maintained. People have to be invited, there must be conversations on the spot until you're ready. (Hans-Erich Au)

You must keep reminding yourself, even with small and always different things, so that you are present. It is particularly important for local library managers to stay connected, to invite people to visit and to build up a circle of friends. (Barbara Schleihagen)

Everyone must try to build up a network at their own level and get in touch with people through events or personal contacts, so that you can inspire people and make contacts that you can fall back on later. (Hans-Erich Au)

In advocacy you need to work with alliances and relations around you. (Liv Sæteren)

If you have a good network and maintain it, you can rely on it when it matters. This is something that we must recommend to our members in a very clear way. (Barbara Schleihagen)

Build relationships. Libraries are often not really working together with other institutions, but they can be of very good help. (Liv Sæteren)

Librarians need to go out and make friends. Making friends outside the library sector is very important. (Gene Tan)

Get close to the decision-makers. I have seen many library leaders that would hate to be close to the political arena. That is wrong, they have to. It is an important part of the work. (Rolf Hapel)

You have gotten to a position where you meet CEOs, meet members of parliament and the ministers, building your network chain upwards. (Gene Tan)

Politicians are generalists and they have to be generalists in what they are doing. So, think building up capacity that have some generalists [sic] is kind of good. (Stephen Wyber)

Trust is number one in relationship with the politicians. (Gene Tan)

In advocacy, good arguments are the basics and are very important. (Carolina Botero)

Your messaging should be in the language of the audience – not “library speak” (Jennefer Nicholson)

18.10 Patience in Advocacy

Be patient. (Jennefer Nicholson)

Be persistent. (Rolf Hapel)

In advocacy, you need to have a lot of patience. (Wu Jianzhong)

Sometimes you do not have luck with some politicians and sometimes you are very lucky. Sometimes you just have to wait for three or four years. (Liv Sæteren)

Focus where you have a chance of some success – the hard issues are also important but can take a lot of time and resources so it is important to balance this with what else can be achieved in other areas or incrementally. (Jennefer Nicholson)

In advocacy, resilience is needed. (Wu Jianzhong)

The realisation of good things is proceeded by rough times. (Wu Jianzhong)

Timing is very important, be prepared for if an unplanned opportunity arises, or you have a chance to create a receptive opportunity. (Jennefer Nicholson)

Always help the politicians make decisions. If you have a larger project, break off the decision into small chunks of decision-making over a period of time. Maybe the politicians will support a pre-project around the theme, and then you can build upon this. When you come to the really big decisions, it will be hard for a politician to turn back, because they have already decided this and that on the way. (Rolf Hapel)

The first concept is persistence. If you want to achieve something, you have to get on people’s nerves in a charming and cheerful way, but you have to keep going. (Hans-Erich Au)

To keep the idea for so long, you must be a kind of mad! (Liv Sæteren)

18.11 Appearance in Advocacy

It is about three things: authenticity in your presentation, political foresight and a good basic knowledge of the issues about which you are talking. You should not think that you can only get ahead with politics and a good appearance, but you also have to convey expertise. (Andreas Degkwitz)

Always be authentic, there is no point in pretending, and take a good look at what is going on in my community. (Bernd Schmid-Ruhe)

Be confident about your skills. (Rashidah Begum)

Do not forget who you are, what you love, and use this even to advocate. Because then you do not use the language of libraries, you use the language everyone knows and then people are more excited about what you do. (Gene Tan)

Focus on putting forward your position rather than being distracted into defending yourself against other positions. (Jennefer Nicholson)

Librarians' main problem is they are too inward focused and forget about the community they are serving. (Jennefer Nicholson)

Librarians should have subjective consciousness and responsibility; we should act proactively and make new knowledge contributions. At the same time, we should have a sense of boundaries, we are not all-powerful. When librarians have subjective consciousness, it can be expected to advocate the library and display the value of the library accordingly. (Li Donglai)

Do not assume that you have a divine right to be heard, you need to play the game. (Stephen Wyber)

Our openness is that everyone can come to the library, so our openness must translate to openness of ideas. (Gene Tan)

What I would like to see from libraries are new creative formats for living democracy in the library as a meeting place. (Eric Hattke)

I have been in contact with libraries since my elementary school, and I feel myself lucky, so the sooner people discover libraries, the luckier they will be. (Li Donglai)

Make your issue likeable by being likeable yourself! (Stephen Wyber)

What you want to ignite in others must burn within you. (Motto by Hannelore Vogt. Unknown source)

Never complain, be positive at all times and offer solutions rather than problems. (Claudia Lux)

19 The Future of Advocacy for Libraries

Based on the status of library advocacy today, there are several key points that need to be considered for the future. Advocacy with policy-makers is still seen as undesirable and this needs to change fundamentally for libraries in the future. Every library, even the smallest, has something positive to offer its funders and policy-makers that is worthy of advocacy by library management. As NGOs now engage in professional advocacy for their public interest goals, there are plenty of role models. Library advocacy is a commitment to a good cause that also serves the common good and in the future more librarians and information professionals will engage in advocacy to get the best out of their institution, with the clear conviction that it is library users who will benefit most. In the future, policy advocacy will be viewed more positively in the library sector and will be seen as a natural management task for large and small libraries, for public, academic and special libraries and for school libraries. There will be more courses and reports on how to do advocacy successfully, so that everyone can start their advocacy activities well trained.

Advocacy for libraries is a form of active democratic participation by librarians who do not wait to be called to expert circles and rather openly and confidently explain why libraries can play a positive role in many areas of society. Libraries help to alleviate social problems, support education and research, and provide opportunities for development for all. Advocacy for libraries is for the common good, in all aspects, and has nothing to do with lobbying in shady backroom meetings or with bribery, as this book makes very clear. This negative image of lobbyists does not apply to library advocates. Libraries provide services that support the educational and personal development of others, which is the goal that guides all librarians and information professionals in their advocacy work.

Successful advocacy for libraries starts with a personal attitude. Those who have only seen a negative image of political advocacy, between the clinical mask deals and the champagne glass, will have to come to terms with the political reality that advocacy has become part of democratic decision-making and that even in non-democratic countries it is part of the success of libraries. It is an opportunity for library staff to actively represent the interests of their profession and its users, which requires a deep knowledge of the political structures in the country in question. It also enables librarians and information professionals to assess responsibilities and competencies to bring suggestions and demands to the right relevant body. Understanding the basics of politics, the relationship between power, policy-making and values, will help to assess the interests and actions of other participants in active discussion processes.

The three basic elements of politics – power, policy-making and values – help to classify political decisions and actions. At the same time, they also offer the opportunity to plan one's own advocacy activities realistically. There are few moments when advocacy for libraries can be so entrenched that counteraction, from whatever quarter, cannot find a foothold; this only happens when the goals of library advocacy are so closely aligned with the goals of policy-makers that opposing forces have no chance, the moment when the librarian's concern has become the politician's wish. Only in such an environment can the library powerfully implement all its projects without being hindered or having to make restrictive compromises. In the future, power will rarely play a role in library advocacy. On the other hand, as in the past, shaping policy will be the main focus of library advocacy. In almost all areas, in both large and small libraries, the success of library issues depends on the ability to influence policy at all levels and argue and negotiate with conflicting interests. In recent years, a wide range of rationales has emerged to support the positive role of libraries in society, with some of these now policy, such as the "library as a third place". Successful examples of libraries in many countries have contributed to this, with the "library as a third place" responding to the desire for a neutral and non-commercial meeting place in the community or within the university, which includes a digital world of knowledge and the opportunity to learn all necessary skills in this place. In addition, there is the analogue collection in a traditional form but with up-to-date knowledge, offering a hybrid world that will continue to shape our time and the near future.

Policy-making in the political sphere also means making compromises to move towards the desired goals step by step. Advocacy for libraries in the context of policy-making is always a long process that requires a lot of patience, but a ray of hope for successful library advocacy lies in the third basic element of policy: values. Libraries have an inexhaustible store of political and social values, and in the future these can be given greater prominence to enrich the rational arguments for libraries. Values play an important role in politics, are present in all party programmes and are used time and time again. The values that libraries hold, which are presented in both policy papers and library policies, are a powerful asset for library advocacy; if these basic political elements are considered in future political advocacy, it will enable more conscious and targeted action. In addition to the three basic elements of politics, the variety of policy areas in which libraries can play a role becomes apparent. Based on new terms such as "internet policy", it is likely that artificial intelligence and media changes and developments will create new policy areas in the future that will influence the provision and management of libraries. In these new policy areas, influence can be exerted from the outset to position libraries, their services and their users clearly and to help influence policy decisions in these areas.

With the change to participatory institutions, libraries will continue to consolidate their role in society. However, it must always be made clear in which areas libraries can provide services for society; only when libraries are involved in social and political strategies will they be able to show how they fulfil these tasks. It is no coincidence that one of the recurring political demands is for libraries to be involved in strategies to harness their capacity to support social change. In this way, libraries build on their image in society – an image of trust in libraries that they must not disappoint. A clear stance against fake news, consistent clarification of the facts and training of users to recognise false information will remain an important part of library work in the future to maintain trust. Respectful interaction and equal treatment of library users form the basis of this trust and are part of the ethical principles for librarians and information professionals, with the Universal Declaration of Human Rights the basis for this. The professional ethical principles for librarians and the values library people support will become increasingly important; in heated social debates, these principles define that the selection of media is the sole responsibility of librarians, with any influence by third parties on this decision to be rejected. This is one reason why censorship is unacceptable for libraries. Librarians reject censorship on ethical grounds, with this clear stance the only way to rule out future influence for political reasons.

In order to better represent the interests of libraries, it is necessary to understand the political structure at each level of advocacy. The responsibilities for libraries at local, regional, national and international levels should be known and changes that may occur in the future should be closely monitored; only in this way can there be clarity about the right negotiating partner for libraries. Looking at the different levels of library advocacy, the question arises as to what influences librarians and information professionals will be exposed to in the future. There is no doubt that climate change will become even more pervasive, and we cannot wait to see what comes next; the UN Sustainable Development Goals are future policy goals that can only be achieved through immediate action. With IFLA's comprehensive explanations of the SDGs and how to use them, all libraries have a framework for their actions and contributions to society. Advocating for these goals also means advocating for a better political perception of libraries in the future, which in turn is a prerequisite for involving libraries in long-term social strategies. The arguments are there.

In the future, there will be many more good examples of how libraries can put the UN Sustainable Development Goals into practice. All that is missing is a library policy strategy at international and national level to show how these library activities can lead to greater visibility in the policy arena. Activities at the European level will continue to be strongly influenced by copyright, as in other

regions of the world, and library advocacy will continue to monitor the influences and developments on this issue; this will lead to new actions to continue to work together for fair copyright worldwide. In the area of digitisation, European libraries are applying for EU funding to support the digital development of libraries across the European Union. Elsewhere, in the African Union and ASEAN, the same digitisation has started and will be developed, which is the only way to secure the social role of libraries in the future. Digitisation and fair copyright, adapted to the digital world, are the two key issues for the future that will determine library advocacy worldwide.

The different levels of government – federal, state and local – have clearly defined responsibilities for libraries and cooperate only to a very limited extent. The relationship between library associations and their governments at different levels may change significantly in the future as new political priorities determine economic and social development, with much depending on the extent to which it is possible not only to implement the issues of climate change and digitisation for libraries, but also to raise awareness at the political level of how libraries can contribute. Contacts should be developed with both governing parties and opposition groups, however, their effectiveness in influencing government action depends on many factors. It will be essential to successfully communicate the clear demands of libraries in all political areas, with new political decision-makers and new collaborations with institutions and associations inevitably coming into play.

Local libraries will continue to be as diverse as they have always been, while new initiatives should motivate public librarians to further strengthen their advocacy power. Political advocacy is key to the further development of libraries, and public librarians will not miss the opportunity to influence politicians for the benefit of public libraries and their users. Sometimes the activation of a group of friends of the library can support libraries in such a way that they no longer need the municipal political level to initiate successful developments, which is exactly what makes them interesting again for local politicians. There are many ways to Rome, but the first step, taken by the public libraries themselves, is crucial.

Libraries within institutions, such as academic libraries, special libraries, and school libraries, have their own rules for advocacy, with examples showing that sometimes city and state politicians can be additional contacts and that personal concerns can be addressed. In the future, academic libraries will not be spared the advocacy activities of persuading the institution to be well funded, which is a recurring task with every new university management. As long as there are sufficient numbers of users, they will not need to make many additional arguments, and even if there is a decline in use, it should be remembered that this can be an opportunity for fundamental renewal; the COVID-19 pandemic, for example, has increased digital orientation and opened additional opportunities for faster ex-

pansion. Elsewhere, special libraries must always make it clear within their organisation what the library stands for and what tasks it supports and facilitates; advocacy will continue to be part of their daily business. School libraries, meanwhile, are in need of more support for advocacy activities, as their situation is often difficult.

Knowing the political structure of the country and the responsibility for libraries is not the only important aspect of library advocacy. One should also be interested in the individual parties in parliament, as they accumulate certain ideas and solutions to social problems that are shared by many people; these parties' political statements, values and ideas can be found in concrete policies and in their programmes. The strategies of the government are central to all advocacy goals, as they must fit into the strategy and should support some aspects of the advocacy. Once the library's own advocacy goal has been defined, alignment with the interests of policymakers and adaptation to their situation is central to further success; politicians will only be accepting if the library project offers solutions to real problems, after which the ideas of the political parties, their values and goals must be correctly assessed so that they can be used to argue for one's own concerns. In the run-up to the next elections, it will be important to see what the political parties say when librarians ask them about their policies. Libraries can use the election touchstones to make a good case for their role in society and to provide the party representatives answering the questions with a good basic knowledge of libraries; the standard they set in their answers can also be applied to future governing parties. However, the fact that positions change depending on whether the parties are in opposition or in a governing coalition will certainly not change in the future.

Library associations and their representatives are actors in library advocacy. At least as important are the library managers who – whether they call it advocacy or not – convince their administrations and political decision-makers in the daily struggle for the interests of their libraries. Every library manager is a potential actor in advocacy. Because they are responsible for their institutions, library managers can develop the best arguments and the greatest energy because they want to achieve something very concrete. Convincing examples of library advocacy have been and will be presented, which can help to avoid mistakes in the process and to try more. One of the key issues for all actors is patience and persistence, without which no advocacy activity will be successful; with these actors, the future of library advocacy can be positively shaped. Indeed, over the last 20 years, library advocacy has developed remarkably, with many more actors and associations and the younger generation who is more willing to engage with politicians. More and more librarians and information professionals are becoming

active in advocacy, supporting big issues or small actions to improve libraries and their role in society.

However, there are still white spots on the map of library advocacy in the world. For example, what are the reasons for librarians' reluctance to engage in confident and successful advocacy? It is suggested that it has to do with a rejection of politics, as some people have been socialised with a rather negative attitude towards it. Could it also be that too much proximity to politics is rejected because the library, as a neutral institution, does not want to be monopolised by one political party or another? Librarians want to offer their users an open house for everyone, and do not want to see their independence restricted in the choice of media, making them therefore careful to minimise the political influence on the library. However, this should not be an argument against library advocacy; independence can also be maintained in library advocacy because it is what the professional ethics of librarians and information professionals offer to all professionals, the values that librarians represent, and which should also form the basis for cooperation with policymakers.

What advocacy issues will be crucial in the future? Advocacy issues are very often long-term issues that require a lot of patience and even more enthusiasm, which can come up again and again over several decades. But even short-term issues, such as the bookmobile in Cologne, can sometimes only be successfully negotiated with good advocacy skills. Advocacy for libraries is always necessary, especially in difficult times, such as after a pandemic or an economic crisis. When public funds for culture and education become scarce, when budgets are being cut everywhere and jobs are being lost, the difference between libraries that are firmly anchored in the life of their political decision-makers and the others will become apparent. It is anyone's guess what challenges and advocacy issues we will face in the coming years; today advocacy is a natural management task in public and academic libraries, but in many places there is a lack of practical experience or a structured approach. The issues and examples in this book can help one to learn from the activities of others, so that librarians and information professionals around the world are motivated to successfully put libraries on the agenda.

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