Assessment of institutional potential of provincial libraries

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1. Summary

This report presents the results of a study into the institutional potential of 18 provincial libraries, commissioned by the Information Society Development Foundation as part of the preparations to develop the concept for the Library Program.

Research materials for the study were collected by analyzing information on the Internet sites of libraries and other institutions, reviewing existing papers, analyses and reports, individual interviews with library directors and training department managers, questionnaires providing key information about libraries, and inspections of library premises. All interviews were conducted on location within library premises between August and September this year.

1.1. General description of the potential of provincial libraries and their environment

Since 1999, provincial libraries have been a part of a three tier network of public libraries that reflects the administrative division of the country. **Their legal status is that of local government cultural institutions,** registered by their establishers – the local governments of provinces. They are financed primarily from subsidies provided by the offices of the chairmen of Provincial Boards. Currently there are 18 provincial libraries (with two provinces operating two provincial libraries each)

The main tasks of provincial libraries are defined in the act on libraries. Libraries are obligated to collect, prepare and provide access to library materials, function as centers of library and bibliography information, develop and publish regional bibliographies as well as oversee the status of libraries and the level of fulfillment of user needs. Additionally, **libraries provide instructional/methodological and training assistance to lower tier libraries and exercise professional supervision over them.**

Provincial libraries are a **stable network of entities with strong institutional potential** in terms of assets, staffing, knowledge and experience, as well as position held within their local communities. They hold rich library collections, created over the years by generations of librarians; they own buildings and land with well-designed interiors for readers. Their financial situation is good with sufficient financing from provincial boards. As their subsidies enable them to cover all important costs, libraries have not taken any significant initiatives to acquire external financing so far. Only few have taken the effort to acquire significant sums compared to their own budgets.

Provincial libraries are strong in terms of **staffing by educated professionals with extensive experience** and equally long service in their institutions. This staffing stability enables libraries to perfect their functioning, but sometimes carries the risk of routine and attachment to older ways of doing things. Therefore, one positive development is the slow but noticeable **inflow of young, educated people** who enrich libraries with their IT and information skills that their older colleagues sometimes lack.

All provincial libraries regularly inspect and review the other public libraries. To a great extent this is due to their tasks, assigned to them by institutions such as the Ministry of Culture or the National Library, as well as due to their reporting duties, although many topical studies are conducted out of the libraries' own initiative. As a result, data on public libraries collected by provincial libraries constitute a very rich source of knowledge which is not fully utilized. On the one hand, the volume of

collected information is overwhelming, and on the other hand most of them find no practical application because there are no standards for library operations (the desired values of individual indexes have not been determined)

Although the law does not require it, libraries (based on provisions in their statutes) **actively popularize knowledge, educate, promote culture and, sometimes, support social integration**. This is achieved primarily by activities involving book and readership promotion, developing literary creativity and presentation of library resources. Most of these activities take the form of actions and events, some of which are cyclical. Apart from standard, typical endeavors that have been organized "always", there are also new, original proposals; aside moderately popular events are also those that attract crowds.

1.2. Forms of support for lower tier libraries provided by provincial libraries

The act on libraries defines two areas of cooperation of provincial libraries with lower tier units. This includes training, consultations and other forms of professional improvement for librarians, defined as instructional/methodological assistance and professional supervision. These functions are performed by dedicated departments, often named instructional/methodological departments.

Provincial libraries have differentiated approaches to cooperating with the network of public libraries. Some focus on cooperation with county libraries that have been established to support communal libraries; others cooperate equally with county and communal libraries. The latter situation is predominant in provinces which do not have a full county library network, although it is sometimes the case that provincial and communal libraries do not want to part ways because they do not trust the weak county libraries or because they are used to this form of cooperation.

All provincial libraries provide training and consultancy in similar ways and scopes. It is somewhat problematic that there is no unified definition of training. This category, apart from workshops and lectures also often include events such as conferences or activities of a consultative type. Approximately 700 libraries participate in trainings organized by libraries on average per year. These include primarily library directors, instructors, and for certain specialist librarian trainings - also librarians from communal libraries.

The curricula of trainings are similar. The topics of trainings most frequently organized by provincial libraries include **specialist library science issues, operating computers and library systems, selected legal aspects, fundraising and broadly understood communications and interpersonal skills**. These trainings are conducted mostly by library employees. Each library has facilities and equipment required to conduct the trainings. Only in a few cases the quality of this infrastructure is insufficient. Libraries have not developed standards for training materials. The methodology and practice of evaluating trainings and consultancy is also poorly developed.

The professional scope of the consultations is similar to the scope of trainings. Two forms are predominant: **direct field consultations** and **consultations by phone**. The number of field outings is quite variable - from several dozen to several hundred (300 – 500) per year. Both sides speak positively about the usefulness of these forms of contact.

Among all statutory functions fulfilled by provincial libraries with regard to lower tier libraries, the least standardized function is supervision. This pertains both to controls and assessments conducted in differing scopes, with differing methods, as well as to interventions undertaken when irregularities are found. Some libraries focus their supervision directly on lower tier units, others extend it also to the establishers, in attempts to monitor how tasks in this area are executed by local governments.

Apart from training, consultancy and professional supervision, provincial libraries also conduct other activities focused on supporting lower tier libraries. Of particular importance are the interventions focused on the establishers and activities that build the positive image of libraries in their local communities. Interventions are conducted in case of attempts to close down a library, reduce its budget or shorten the working hours of the library, as well as in everyday conflicts between the librarian and the local government.

1.3. County libraries

The tasks of County libraries are similar to those of provincial libraries, whereas there is functional/methodological and supervisory activities are targeted to communal libraries. County libraries were established along with the administrative reform of 1999. The number of provinces was reduced at the time (reducing the number of provincial libraries), which justified the establishment of intermediary level libraries between the commune and the province to ensure direct support and supervision over communal libraries. The legislator did not indicate a deadline for the establishment of county libraries, the consequences of which are noticeable even today - we still do not have a full network of county libraries. As of the end of 2006, over 20% of counties failed to carry out their tasks in this respect.

In the opinion of provincial libraries, **a large portion of county libraries is poorly prepared to fulfill their obligations** in the organizational, staffing and even professional aspects. This results equally from the fact that county libraries are having difficulty matching provincial libraries, or even some that had been building their organizational potential for several decades, and from the lack of understanding for the county libraries' function, which results in insufficient funding by the establishers.

1.4. Communal libraries

Among the 8489 libraries and branches in existence as of the end of 2007, the majority are communal libraries and their branches. The networks of communal libraries in individual provinces are very different - both have excellent and very poor examples. Their premises, staffing, collections and types of activities depend primarily on the local governments' understanding of the role of the library, and the position that the librarian manages to establish for themselves in the local community.

The most frequently quoted weaknesses of communal libraries include **poor premises, insufficient amount of computer hardware and IT and a relatively large percentage of libraries operated by a single librarian**. Although the situation of communal libraries is far from ideal, there have been systematic improvements over the last several years. A large role in this was played by two editions of the government program named „Ikonk@", the purpose of which was to establish generally accessible Internet access points; currently, significant support is being provided by the Ministry of Culture and National Heritage which assigns annual subsidies for the purchase of new books.

One unresolved problem is the prevailing practice of **operating communal libraries as part of other local government entities**, usually cultural centers. This is against the law introduced in 2001 which stipulates that libraries must be organized in the form of cultural institutions with organizational, legal and financial separation. As of the end of 2007, over 22% of libraries were linked to other entities. This solution usually limits the library's development capacity.

1.5. Modern information technologies in libraries

Although the process of introducing modern information and communications technologies to libraries has been progressing quickly in recent years, the effects of many years of neglect are still noticeable. As of the end of 2007, **approximately 60% of public libraries and their branches were equipped with computers**. In total, there were 24636 computers in use, 87% of which were connected to the Internet. One weakness of this positive process is the lack of coordination of actions undertaken by individual libraries - each library makes its own decisions concerning the purchase of equipment and software.

Although the computerization process is quite fast, the **IT-building** process understood as the input and management of data and IT systems **is slower** and encounters barriers. One of the main reason is the **low computer literacy and IT competencies of librarians**. One negative phenomenon is that a large portion of libraries (41%) do not use library software, and use their computers mainly for office work.

In terms of hardware penetration and IT, the situation of provincial libraries is significantly better than of other units. Provincial libraries have sufficient numbers of computers and permanent Internet access. Each library has a department responsible for providing computer support for the library's functions and processes, employing highly qualified IT managers. However, one weakness of provincial libraries as a network is the fact that they use over 10 different library programs. Additionally some provincial libraries manage their library processes using more than one system.

Acknowledging the limitations of the fact that public libraries use more than a dozen different library systems, some provincial libraries are taking steps to create unified IT systems in their areas, to improve the management of knowledge and information.

1.6. Recommendations

Recommendations proposed in the report concern:

- **formulating unambiguous criteria for participation in the Program -** there is a need for more precision in the participation criteria: does a library need to be a separate legal entity, or should be located in an area where a county library is active; should the Program take into consideration the situation of the so-called bad neighborhoods in cities in areas undergoing restructuring;

- **establishment of a two-tier support system based on the existing network of provincial and county libraries -** including county libraries in the Program will improve outreach to communal libraries and will also help use the potential of higher tier libraries

- **establishment of local coalitions for the development of libraries -** steps should be taken to secure the support of local communities and to include representatives of local governments and its units, educational facilities, nongovernment organizations and local business;

- **acquire local governments as allies to the Program -** local governments as the establishing party of individual organizational entities have decisive influence on their financial, staffing and organizational situation; local governments should therefore be an important target group of the Program

- **determine the target standard for libraries participating in the Program -** there are no standards for libraries; these should be developed for facilities participating in the Program (conditions that a library must fulfill to operate as a multifunctional center)

- **create a new offering for local communities on the basis of the library's previous achievements -** libraries are already involved in extended cultural and educational activities, which must not be forgotten when developing an offering for the new centers; this will help avoid "reinventing the wheel";

- **consider the specifics of the main target group -** the librarian profession is strongly feminized; women librarians often bring in female behavior stereotypes into their professional lives, sometimes failing to show the needed determination and proactive attitude; a component within the Program designed to change these attitudes would be useful

- **strategic importance of investment in developing new ICT competencies among librarians -** poor ICT competencies are currently one of the main barriers to transforming libraries into modern facilities; it will be necessary to continue trainings in this area and to ensure easy access to IT consultations;

- **create a simple system for mutual teaching and support for librarians -** the system should be primarily based on communicating over the Internet, but at the same time due to the importance of direct contact for building permanent relations, there should be opportunities for visits or joint projects

- **organize trainings in a way that will enable participation of librarians from single-employee libraries and remote locations**;

- **demonstrate model libraries to librarians and local government officials -** creating several dozen model libraries and presenting them to the other participants of the Program would enable better understanding of how such a facility can look and operate; it would also motivate librarians to work within their own communities;

- **emphasize activities designed to strengthen the image of libraries in their local communities**;

- **create development strategies for libraries participating in the Program**;

- **prepare county libraries to participate in the Program** - target – it is the county libraries that should conduct trainings and offer consultations to communal libraries; not all are currently ready to meet this challenge, therefore it would be recommended to provide them the knowledge and skills in organizing training and consultancy processes;

- **differentiate tasks that provincial libraries will undertake in individual provinces -** depending on the status of the network of county libraries in individual provinces, the scope of tasks for provincial libraries may differ - from supervision over trainings and consultations (where county libraries are efficient), to direct involvement in offering training for communal libraries (where the network of county libraries is incomplete);

- **support required by provincial libraries -** due to the possible differentiation of tasks and varying needs of provincial libraries, support should be provided to them as flexibly as possible; it is advisable to prepare provincial libraries to better manage the training process and to improve their personnel's competencies in adults training methodologies; other types of required support include strengthening the staffing of instructional/methodological apartments and providing additional equipment used in training and consultations;

- **establish a consultative council to the Program -** taking into consideration the scale, complexity and lack of experience in similar programs in Poland, it is recommendable to establish a body that would provide consultations and opinions; this body would consist of representatives of the library network and other institutions important for the Program.

2. Objectives and scope of the study

This report presents the results of a study of the institutional potential of 18 provincial libraries, commissioned by the Information Society Development Foundation as part of the preparations to develop the concept for the Library Program. This program is a joint project of the Polish-American Freedom Foundation and the Bill & Melinda Gates Foundation designed to transform approximately 2500 libraries into multifunctional centers for information, culture and education.

The commissioning entity formulated the study objectives as follows:

- collect data about the institutional potential of 18 provincial libraries with special consideration to training activities;

- assess this potential against set criteria;

- present recommendations concerning possible areas and forms of support to improve the potential of provincial libraries in the aspect of training for communal libraries.

The 18 provincial libraries covered by the study include:

- The Łukasz Górnicki Podlasie Regional Book Repository

- The Emilia Sukertowa-Biedrawina Provincial Public Library in Olsztyn,

- The Joseph Conrad-Korzeniowski Provincial and City Public Library in Gdańsk

- The Stanisław Staszic Pomerania Regional Book Repository,

- The Copernican Book Repository and Provincial Public Library,

- The Dr Witold Bełża Provincial and City Public Library in Bydgoszcz

- The Cyprian Kamil Norwid Provincial and City Public Library in Zielona Góra

- The Provincial and City Public Library in Gorzów Wielkopolski

- The Provincial Public Library and Center for Cultural Animation in Poznań

- The Warsaw City Public Library – The Central Library of the Mazowieckie Province

- The Marshal J. Piłsudski Provincial and City Public library in Łódź

- The Provincial Public Library in Kielce,

- The Hieronim Łopaciński Provincial Public Library

- The Provincial and City Public Library in Rzeszów

- The Provincial Public Library in Kraków

- The Silesian Library,

- The Emanuel Smołka Provincial Public Library in Opole,

- The Tadeusz Mikulski Lower Silesian Public Library.

The scope of the study, defined by the commissioning entity, also included the following aspects of the provincial libraries' institutional potential: stability, types of activity, with the situation of county and communal libraries and training and consultancy services offered to lower tier libraries. The detailed research objectives are presented below.

Institutional stability - staffing, organizational structure, including the entity responsible for training; budget, including its training part, raising non-budgetary funds for the library's operations, the library's institutional partners, logistics base that can be used for training, degree of ICT penetration etc.

Types of activity – key activities of the provincial libraries, with special consideratio of training and consulting services offered to county and communal libraries; nonstandard activities

Familiarity with the situation of county and communal libraries - the provincial libraries' research activities, types of collected data about county and communal libraries, frequency and forms of contacts with lower tier libraries.

Training and consultancy services offered to lower tier libraries - the tasks of the organizational unit responsible for training, data on the staffing of that unit, number of trainings organized each year and several year dynamics in this respect, typical duration of training, topics, target groups, trainers, types of training materials, existing training infrastructure, quality assurance procedures including assessment of training needs and evaluation.

The collected material proved rich enough to enable a certain extension of the scope of the study, especially with respect to conclusions and recommendations which also cover the broadly understood environments of the libraries and the final shape of the Program.

3. Methods and sources of information collection

The following methods were applied in the collection of information:

- analysis of information provided on library websites and in the Public Information Bulletins of those libraries (the libraries' Web addresses are presented in the table of enclosure 1);

- analysis of information available on the site of the Ministry of Culture and National Heritage, National Library, Book Institute and the Polish Librarians Association (Web addresses: see enclosure no. 3);

- analysis of selected studies and reports illustrating the situation of libraries in cross-section (list of work and reports: see enclosure no. 3);

- selected materials and studies developed by provincial libraries for their own needs (list of studies: enclosure no.3);

- individual interviews with library directors or their deputies

- individual interviews with chiefs of organizational units responsible for trainings (full names and contact details of all respondents: see enclosure no. 2);

- analysis of questionnaires containing basic data about the libraries;

- inspection of training rooms and other library premises;

All 36 interviews were conducted on location, in libraries. These interviews were partially standardized (conducted according to a questionnaire) and partially in-depth (according to a scenario with a list of key questions). This provided us with both quantitative and qualitative data. Additionally, doing each library visit, the interviewers inspected the training rooms and other premises and equipment of individual libraries. Additional information about the libraries' potential, such as volume and structure of the book collection, budget and sources of financing, number of employees, number of library units within the province were provided by short questionnaires distributed to libraries. Questionnaire templates are shown in enclosures no. 7, 8 and 9.

As expected, the key source of information were interviews with library management and chiefs of departments responsible for training and consultancy for lower tier libraries. These interviews provided a rich study material, enabling us to generate a multidimensional evaluation of the situation of public libraries. The interviews were documented with extensive notes – an almost 300-page record of all interviews. These interviews were conducted over three weeks between August and September this year. The extended time required to conduct interviews and collects the filled out questionnaires, caused by the holiday season ands absence of library employees, prevented us from completing the study within the original schedule.

The study was designed and conducted by LK Konsulting. The research team consisted of: Lidia Kuczmierowska, Alicja Zajączkowska, Joanna Szymańska and Maciej Rusek. The report based on the collected data was prepared by Lidia Kuczmierowska.

4. General characteristics of the institutional potential of provincial libraries and their surroundings

4.1. Formal/legal status of provincial libraries

Since 1999, provincial libraries have been a part of a three tier network of public libraries that reflects the administrative division of the country. Currently there are 18 provincial libraries, due to the fact that the Lubuskie and Kujawsko-Pomorskie provinces each have 2 provincial libraries.

The activity of provincial libraries is regulated first of all by the act of June 27, 1997 on libraries (Journal of Laws no. 85, item 539 with amendments), the act of October 25, 1991 on the organization and operation of cultural activity (consolidated text of 2001, Journal of Laws no, 13, item 123 with amendments), and the act of June 5, 1998 on provincial self-government (consolidated text of 2001, Journal of Laws no. 142, item 1590 with amendments). Additionally, in case of entities with the status of a scientific library, or an entity whose resources are considered part the so-called national library resource, the following regulations apply: directive of the Minister of Culture and Arts of March 19, 1998 on the rules and modes of registering libraries as scientific libraries and on the listing thereof (Journal of Laws no. 44, item 269) and the directive of the Minister of Culture and Arts of

November 24, 1998 concerning the establishment of a list of libraries whose resources constitute the national library resource, organization of this resource and rules and scopes of the special protection thereof (Journal of Laws no. 1146, item 955). More detailed rules concerning the scope of activities, organization and financing of each library are found in their statutes established by resolution of the provincial boards.

Provincial libraries have the legal status of local government cultural institutions, listed in registers kept by the organizers, i.e. the provincial local governments. Basic funding comes from subsidies provided by offices of the provincial boards.

The main tasks of provincial libraries are defined by article 19 of the act on libraries. Libraries are charged with collecting, preparing and making available library materials, and to functioning as centers of library and bibliography information as well as assessing the status of libraries and level of fulfillment of user needs. Additionally and importantly for the Library Program, libraries are obligated to provide instructional/methodological and training assistance to lower tier libraries, and exercise professionals supervisions over county and communal libraries.

4.2. Description of the institutional potential of provincial libraries

In general, the institutional potential of provincial libraries, including their financial situation, staffing, experience and know-how, as well as relations with their surroundings, can be considered very good. This results on one hand from the simple fact that this potential had been built and passed down to subsequent generations over decades or even hundreds of years (this pertains primarily to book collections and library traditions), and on the other hand - from the good financial situation of provincial local governments.

Libraries own their buildings, land and means of transportation. Their facilities are often located in historical buildings in city centers (for example in Wrocław, Kraków, Olsztyn, Białystok). Sometimes they are located in modern buildings purpose-built for libraries (e.g. Katowice, Szczecin, Gorzów Wielkopolski, Kielce). Library rooms offered to readers are spacious, renovated and well-equipped. Despite complaints that some libraries do not have enough space, only in Rzeszów space constraints are an actual barrier to development.

Libraries say their financial situation is good. They point out their good relations with provincial local governments which provide them with sufficient funds for daily operations and which, in justified cases, can be convinced to finance investment projects such as refurbishments, reconstructions and equipment purchases. Positive evaluations of the role of the organizers appear frequently in responses:

All of our reasonable needs are being satisfied. There was never a situation where insufficient funds would be a problem.

Our relations with the provincial board are good. We even rent rooms to the Board's Department of Culture. Initially we were skeptical, but now we see that it's good to be that close because it improves the understanding of our needs. If we need additional funds during the year, we are capable of securing them.

The local government gives us stability. Our province isn't very rich but I am under the impression that the local government understands the needs of libraries. We don't have to fight for it, it's more like

discussions about the budget. Of course there is still a lot that we would want, but our wishes have to meet reality.

These positive opinions are confirmed by the fact that local governments are increasing their subsidies, which is noticeable in the responses to our questionnaire *Basic information about the library* (see section II of the report). Although there are no serious problems with funding operating costs, many libraries indicated that employee salaries remain low and rise too slowly. This makes it sometimes difficult to acquire specialists in non-librarian professions, such as IT managers are fundraisers, who quite easily find more competitive salary offerings on the market.

There was considerable difficulty in comparing the data concerning the potential of all 18 libraries, such as the size of the book collection, number of readers and lending frequency, budget and revenue structure, number of employees or number of facilities (see enclosure no. 4 "Basic information about the potential of provincial libraries"). This was due to the differences in the libraries' operating conditions such as:

- size of the province (territory and number of residents);

- number of communes and counties within the province, i.e. the number of lower tier libraries supervised by the provincial library;

- many functions fulfilled by some libraries (9 out of 18 provincial libraries are also city libraries, 10 of them belong to the national library resource group and 9 share three functions: city, county and provincial).

The latter factor in particular interferes with comparative evaluations because libraries that share municipal and provincial functions also receive subsidies from the city, enabling them to pursue a more flexible financial management and entities that are solely provincial libraries. Keeping these differences in mind, it is nevertheless worth to take a closer look at the financial and staffing situation of the provincial libraries and to review their scale and scope of activity.

4.2.1.   Size of book collections

The 18 provincial libraries together hold over 12.3 million items, constituting slightly over 9% of all volumes in all public libraries in the country. However, the library resources of individual libraries vary greatly by number: from 81,000 in Poznań to 1.99 million in Katowice and 1.54 million in Szczecin (none of these libraries is also a municipal library). The situation of the library in Poznań is specific because despite having been active for 60 years it still cannot compete with the rich 950 000 volume collection of the Raczyńscy Library which is also a municipal and scientific library. Additionally, the Poznań library operates within a double structure: a provincial library and a cultural animation center, established on the basis of the former provincial cultural center.

The average collection size in all libraries is slightly under 690 000 items, but the average number is clearly inflated by the 1+ million collections of the libraries in Katowice, Szczecin, Warsaw and Bydgoszcz. This is confirmed by the fact that the median number is significantly lower – 474 000.

4.2.2.   Readership

The number of readers that use provincial libraries each year is less differentiated than the sizes of their book collections. On average that number is approximately 30,000 persons per year, with the least readers in the Poznań library (under 3000), followed by libraries in Lublin and Opole which is

located in one of the smallest provinces (slightly over 9000 per year). The most visited libraries are found in Kraków (over 75,000), Gdańsk (over 60,000) and Białystok (over 45,000). These statistics are undoubtedly impacted by the fact that these three cities are also large academic centers. Two of the above-mentioned libraries (Gdańsk and Kraków) also boasts a high lending frequency (Gdańsk – over million 1.45; Kraków – over 807 000). The top libraries in terms of lending frequency also include Toruń (over 880 000) and Rzeszów (over 758 000).

4.2.3.   Revenues

The funds available annually to all provincial libraries amount to almost PLN 125 million. Over the last two years, each library's average revenue was over PLN 6.9 million. This average is inflated by the budgets of the Silesian Library (over PLN 14 million); the Warsaw library, which is also a municipal library (PLN 13.7 million) and libraries in Gdańsk (PLN 9.2 million) and Kielce (PLN 9.7 million). The actual average revenues of libraries was around PLN 6.1 million. The smallest budgets were available to libraries in Olsztyn and Wrocław (approximately PLN 3.5 million per year). It is clear that the simple dependency: largest province equals largest budget works for the Mazowieckie and Śląskie provinces, but not for others. A definitive assessment of whether the amounts available to provincial libraries are large or small is not easy to conclude. If we try to relate them to provincial budgets, we will find that poorer provinces spend relatively more on provincial libraries (approximately 1% and more) than in regions with larger budgets (tenths of a percent); we can also relate them to the scope of tasks and level of employment. The average provincial library as an institution with revenues of approximately PLN 6.9 million and employing around 120 inclines us to conclude that library operations are not very expensive.

The largest part of their revenue are local government subsidies, which amount to approximately 84% of total revenues. This conclusion is available following several simplifying assumptions, i.e. provincial and municipal subsidies are added up because due to the very different agreements between the establishers (who finances what), clearly delineating the mnicipal and provincial functions of a library and the associated costs of each of these functions is very difficult.

Aside from local governments, the second most frequent source of financing for libraries are funds from the Ministry of Culture and National Heritage transferred as part of operating programs and the so-called sponsorship. Over the last two years only one provincial library had not received any funds from the ministry. These funds are relatively easy to secure (simple applications) and some of them (e.g. subsidies for the purchase of new publications) exist specifically for public libraries. Therefore the fact that a library secures ministerial funds does not prove that it is capable of raising external funding.

Each library generates part of its revenue individually. These include revenues from the sale of information-related, bibliographic and reprographic services, fees for interlibrary borrowing, lease of premises, sale of own publications and others. Individual revenues amounted to approximately PLN 320 000 per year, although these amounts differed strongly by region: from under PLN 30 000 (Książnica Podlaska, Książnica Kopernikańska) to nearly PLN 1.4 million (Silesian Library). Libraries with leasable premises are at a clear advantage here.

The last important revenue category includes other subsidies (non local government and non-ministerial). Whereas in case of own revenues much depends on the infrastructure available to the library, as far as grant funding is concerned, the key factors include competencies, organization of

the fundraising process within the library and… determination. Most successful in this area, both in terms of absolute and relative numbers, were the libraries in Kielce (annual average of PLN 4.6 million, which constitutes over 47% of revenue) and Toruń (PLN 2.3 million, i.e. close to 29% of annual revenue). Further down the ranking were libraries in Szczecin, Gdańsk and Białystok. Looking at the listing in enclosure no. 4 we see that approximately half of the libraries are active in seeking non-budget funds, although the amount of funds varies considerably. Key sources of other subsidies quoted by respondents include the Integrated Operating Program for Regional Development, INTERREG, Euroregions and EU programs such as e-Content, Leonardo da Vinci or Grundtvig. Libraries comment their fundraising activities as follows:

Despite our library's significant budget - higher than most other libraries in our region - we have an enormous amount of obligations therefore we need external financing. That is why we are careful about securing these funds. Our employees are increasingly well prepared to do this. Our department managers attend trainings and are excellent at preparing projects. (Gdańsk)

Our library has approximately 200 computers, and only 6-7 of them have been purchased from budget funds. The others were bought from external fund sources, ranging from the Polish-American Freedom Foundation, through the Ministry of Culture, to EU funds. We are currently preparing an application to the Warmia-Mazury Regional Operating Program. (Olsztyn)

We have good experiences with raising funds from operating programs of the Ministry of Culture, the Euroregion and the Polish-German Cooperation Foundation for our publishing projects and conferences organized in partnership with the Germans. The Kronenberg foundation gave us funds to digitize our incunabula and manuscripts. One person in our library is responsible for acquiring external funding and helps other libraries in this respect. We have recently prepared and submitted a large project as part of the Regional Operating Program. (Zielona Góra)

Despite these positive examples, it should be stated that in general, provincial libraries have not secured significant non-budgetary funds so far. This is equally due to the fact that they felt financially secure and stable (they didn't have to!) and poor skills in this respect. On the other hand practically all libraries perceive the benefits that would be available with additional funding and express the need to take action in this area.

4.2.4. Staffing

Libraries also differ significantly in terms of staffing levels. Most employ under 100 persons, with 3 libraries (Warsaw, Katowice and Gdańsk) employing over 200. The library with the least employees (42) is in Opole, but contrary to what may seem, it has neither the smallest budget nor the least branches within its area.

All respondents indicated that staff are a very strong point of their libraries:

People are the most important factor. Library employees are enthusiasts. Nothing can happen without people who create and lead various projects.

It is very important that our library has been managed from the very beginning by educated librarians, not people from the outside. Our team is well prepared and well qualified.

Our staff is stable, experienced and doesn't come and go. Our people are well prepared and have the necessary knowledge.

Our professional departments will not employ people without higher education, fluency in foreign languages or computer literacy. Most of our employees in the professional departments have higher education. There are some who have secondary education, but after they retire we will not accept replacements without higher education.

Library employees are educated professionals with a motivation to work despite low salaries. A large percentage as higher education. A particular phenomenon compared to other professional groups are frequent examples of people with several decades of experience in their positions, although on the other hand there is a noticeable inflow of young people into the library professions, which facilitates the combining of many years of experience of traditional librarianship with the opportunities offered by modern information technologies:

People are a library's strong asset. The staff must combine experience and organizational skills with readiness for change and forward-oriented thinking. In the traditional sections of the library, the librarians' experience in providing access to collections is very useful, but in the section involved in digitizing books we have four young people who are on their first jobs. They are very enthusiastic and they have extensive IT knowledge. We need to combine experience with openness and modernity.

Another important aspect that draws the attention of people outside the librarian community is the sense of social mission that librarians have and their high professional responsibility. Undoubtedly this is a rare quality today which imparts an additional, non-measurable dimension to the institutional potential of libraries.

4.2.5. Community relations

Provincial libraries are an attractive partner for various institutions and communities. This is due to the prestige and positive image of libraries, but also their potential in the form of collections, premises, equipment and good locations. Therefore, cooperation is often initiated by the other party:

Various institutions are eager to cooperate with us because we have a good information base, historic books and an excellent location in the center.

Every library today is involved in some form of cooperation with other institutions of culture, literary circles and academic centers. Important partners quoted by libraries include cultural centers, universities, organizations of artists and creators, state archives, the National Library, Polish Librarians Association, the Book Institute and foreign cultural institutions. What may seem surprising, only in one case did a library state that another library would be an important partner. Nongovernment organizations are rarely perceived as important institutions in the libraries' surroundings. One exception is the Kraków library which actively includes in its projects nongovernment organizations active in the city. The cooperation of libraries with partners takes on the various forms such as cultural and educational events and projects to promote literature and readership.

4.3. Activities of provincial libraries

The types of activities that provincial libraries are obligated to pursue under the act of libraries include:

- collecting, cataloging and making available of library materials;

- acting as a center for library and bibliographical information, organizing the circulation of interlibrary lending, developing and publishing regional bibliographies;

- assessing the degree of fulfillment of user needs and the status of public libraries; presenting change proposals to organizers

- providing libraries with instructional/methodological and training support;

- professional supervision over the fulfillment of tasks by county and communal libraries.

4.3.1. Core library activity

The first two groups of statutory activities are closely linked to the realization of the core objectives of libraries. These activities involve making available, collecting and cataloging collections, bibliographical information and sometimes also separated sections of special collections. The latter include many different materials: manuscripts, old prints, graphics, microfilms, social life documentation, audiovisual records and others. The task that separates provincial libraries is the obligation to develop regional bibliographies and other informational materials about the region; other libraries do not do this. Additionally, each library pursues its own publishing activities. Publications issued by provincial libraries include bibliographies, library science and book science works, literature and other publications about the region.

An important role in each provincial library is also played by a separate department charged with transferring library processes to computers, often (and somewhat archaically) referred to as the department of automation. These departments implement modern information technologies, IT services, and provide training and consultancy both to the provincial library itself as well as other libraries in the area.

Provincial libraries are very professional in all these activities, setting informal standards for lower tier libraries.

4.3.2. Research activity

All provincial libraries regularly study other public libraries, which is mainly in compliance with the duties assigned to them in this respect by institutions such as the Ministry of Culture are the National Library; it is also a fulfillment of their reporting obligations. These studies are extended to include additional questions formulated by libraries for their own research purposes. Additionally, the libraries themselves initiate various focused studies concerning a wide spectrum of issues. All these research projects constitute a relatively rich portfolio of analyses and studies, as confirmed by the following quotes:

We conduct questionnaire studies; we use them to collect data required for our annual report to the Ministry of Culture. The questionnaire is different each year depending on guidelines received from the Ministry, and depending on the types of data we need. This allows us to collect statistical data concerning ongoing needs.

We collect information about buildings and premises, we keep a building register. We researched employment and education levels; the Statistical Office's study is simplified, whereas we collect more detailed information. We then distribute the analysis to everyone.

Once a year we conduct an operating analysis, as required by the Ministry. We have full information about all libraries in the province including staffing, education levels, purchase expenditures and all indicators per 100 residents.

Recently we supplemented our descriptive analyses with a review of library buildings - their placement within our town.

Each year we review how libraries are adapted to the needs of disabled users; this task is commissioned to us by the Provincial Board.

Research results are presented during annual meetings of directors, published as studies and distributed to local governments and commissioning entities.

The research materials and the information about public libraries collected by provincial libraries constitute a very rich knowledge resource. However, the volume of this information (dozens of tables, indicators, statistical lists) overwhelms and raises doubt whether such a mass of information is processable and useful in formulating practical conclusions. Library employees make huge efforts to collect the data, but the result are conclusions that mostly focus on reporting changes in selected parameters and rankings, rather than on finding dependencies and cause-effect relationships between various phenomena. In this situation, reviewing dozens of indicators has relatively small practical application, because it is unknown which values are "good" and "bad".

Libraries are equally diligent and serious about readership studies. Contrary to what may seem, these studies do not only concern indicators such as number of readers, borrowings or visits. They also include many questions concerning the ways and levels of fulfillment of user needs. The importance of these studies for should libraries can be illustrated by the fact that in 2005 the Kraków library established a Regional Center for Readership Studies to "conduct studies to adapt library operations to the changing needs of the community, to promote wider participation in culture."

4.3.3. Community activity

Although the law does not require it, libraries (based on provisions in their statutes) actively popularize knowledge, educate, promote culture and, sometimes, support social integration. This is achieved primarily by activities involving book and readership promotion, developing literary creativity and presentation of library resources. Most of these activities take the form of actions and events, some of which are cyclical. Apart from standard, typical endeavors that have been organized "always", there are also new, original proposals; aside moderately popular events are also those that attract crowds. The following calls from respondents illustrate how diverse these projects can be:

We organize 350 actions each year; this is more than any other cultural institutions in this city. On average these are two actions per day, such as literary picnics, meetings and concerts. We recently hosted Maciej Zembaty, we started doing recitals and meetings with popular athletes.

We have a gallery in a very good exhibition spot. I don't know if there's any other gallery in Poland that is visited by 600 people each day. We present various works - from amateur photography, through painters from our regional community, up to famous names such as Wilkoń or Stanny.

We have the premises to organize exhibitions - approximately 10 each year, and Literary Thursdays, supported from the Library Patronage program which have gained a certain renown. These usually consist of a book presentation, laudation, author's speech and other presentations or exhibitions

related to the topic. This is accompanied by recitations or performances by musicians are actors. These events are open to everyone.

We organize cyclical exhibitions in the main hall and we run an exhibition center. We conduct regular promotions of subsequent communes and organize monographic exhibitions, e.g. photography, satirical drawings, topical exhibitions, book illustration presentations; we have rich collections of original illustrations. We make our premises available to a branch of a disabled persons' organization which organizes exhibitions of their members' works.

We also cooperate with occupational therapy workshops, organizing open workshops for disabled persons. We also promote their works of art by organizing exhibitions; we prepare and publish the literary works of intellectually disabled people.

We organized trainings for leaders of inter-cultural integration. We organize discussion panels because the Małopolskie region is multicultural. We organized a project entitled "The Lemko culture" in Sekowa which is located in the region inhabited by the Lemkos. Young people have the opportunity to become familiar with the customs, alphabet and poetry of the Lemkos; we also published a work about this. In May we organized the "Human library" program, where you could "borrow" a real life person. That was a very cool and colorful event with "cultural islands" with people from various continents available to talk to.

We also organize a contest of literary postcards - children read passages and are asked to paint what they read about. We then make postcards out of it that people can send to each other. We organize many meetings with authors.

We've done meetings with film directors and presentations of film documentaries about important problems or people. We also had meetings with eminent linguists such as Prof. Bralczyk, and writers associated with the region, for example Wiesław Myśliwski, who cut the ribbon at our library yesterday.

Libraries also participate in projects related to their activities but initiated by other institutions such as the "Reading to children all over Poland" action are the Book Discussion Clubs, which are a joint project of the Book Institute and provincial libraries.

4.4. Forms of support for lower tier libraries provided by provincial libraries

The act on libraries defines two areas of cooperation of provincial libraries with lower tier libraries. These are trainings, consultancy and other forms of professional improvement for librarians, jointly referred to as instructional/methodological assistance, and professional supervision which in practice is differently interpreted and implemented. These functions are performed by separate departments, traditionally referred to as instructional/methodological departments, although to libraries changed their names to what seems more adequate to their contemporary tasks (Department of Cooperation and Promotion; Department of Methodology, Analyses and Promotion). These departments consist of relatively small teams compared to the scope of their tasks and general employment levels in libraries. On average, these departments consist of six people (less than 5% of the total number of employees), although there are libraries which employ 3-4 people in such departments. It was impossible to find information about the budgets of the instructional/methodological departments, because the managers did not have that knowledge. In most cases this data was not provided; in

several cases the respondents stated amounts that (judging by the figures) probably covered only part of their direct costs. Only libraries in Kraków, Białystok, Poznań and Warsaw provided more reliable figures. These indicate that the budgets of those departments are around PLN 250 000 per year.

Libraries vary in their approach to cooperation with the network. Some focus on cooperating with county libraries that were established to support communal libraries: *We are now looking more toward cooperating with county libraries and they in turn must focus on communal libraries in their areas*

Libraries explain this course of action by their inability to provide direct aid to basic level libraries - there are too many of them and they are spread over large areas, which causes many logistical difficulties.

We cannot get sidetracked by whatever number of libraries in the province. It works better through county libraries.

We can manage all of the county libraries, but we cannot help all communal libraries.

We do go out in the field, but less than before, because we believe that since the establishment of county libraries, they're the ones responsible for contacting the field libraries, and to communicate to us the problems they cannot solve themselves. But we do continue to inspect the field libraries from time to time to retain an overall vision of their situation.

Other libraries cooperate equally with county and communal libraries. This is predominant in provinces which do not have a full county library network, although it is sometimes the case that provincial and communal libraries do not want to part ways because they do not trust the weak county libraries are because they are used to this form of cooperation.

4.4.1.   Training

All provincial libraries provide training and consultancy in similar ways and scopes, although it is somewhat problematic as there is no unified definition of training. This category, apart from workshops and lectures often also include events such as conferences or activities of a consultative type, which are difficult to categorize either as training or consultancy. Trainings conducted by provincial library employees in the field are also treated differently - some libraries consider them their own training activities, some don't. The same goes for trainings for moderators of the Book Discussion Clubs. Therefore we recommend a critical approach to comparing the data presented in the table in attachment . 5 "Key information about trainings conducted by libraries".

On average, libraries organize 27 trainings per year for a total of almost 700 persons, including library directors, instructors, and in the case of certain specialists library trainings - also librarians from communal libraries. Trainings for persons not employed by the library (such as for example computer literacy training for senior citizens) are rare. Most active in the training aspect are libraries in Poznań (which also has one of the largest instructional/methodological departments in terms of staffing) and Katowice, Gdańsk and Olsztyn.

The curricula of the library trainings are similar. The most frequent training topics can be divided into five groups:

- specialist librarian training (for example collecting and preparing library materials, establishing regional bibliographies, selecting materials, digitization, working with children and adolescent readers; working with adult readers; working with disabled readers and bibliotherapy);

- computer training (e.g. basic computer literacy, using the Internet, using library systems);

- training in selected legal aspects (e.g. public procurement law, personal data protection, transforming libraries into independent cultural institutions);

- fundraising

- soft skill training (e.g. interpersonal communication, self presentation, customer service, assertiveness, creative problem solving).

The offerings are developed on the basis of simple needs assessments attached to studies conducted for reporting purposes or for the library's own need assessment. Some libraries have become discouraged to sending out questionnaires because the information they obtained was of limited use – too general and often inconsistent. At the same time the knowledge about field libraries available to provincial libraries from direct relations is sufficiently up-to-date and thorough that an individual assessment of training needs enables the library to create a useful proposal in terms of professional training.

Trainings are conducted predominantly by library employees. These are both employees of the instructional/methodological departments and other units, depending on the topic. External trainers are recruited usually from personal recommendation or following a previous experience with that person in a different training setting. Libraries willingly and frequently invite academic lectures to assist. There are no formal training teams, but a fixed group involved in trainings may include from several to up to 20 people.

Most trainings are free. Sometimes when an external trainer is engaged, it is necessary to pay between PLN 50 and 100 per person to cover the specialist's fee, although libraries try to avoid charging, as they consider that a factor that limits access to the education. Information about planned trainings are distributed by e-mail, and often still by traditional mail. Limited usage of electronic mail in communication between libraries results partially from the fact that there still exist libraries without Internet access, but mainly from the fact that libraries are not used to this communications channel. Librarians check their e-mail infrequently, which many respondents complained about. One exception is the Olsztyn library which (not without difficulty) managed to migrate to electronic communication: *we taught them to use e-mail for three years and after three years of persistent, arduous work we succeeded.* Information about training is also published on the libraries' websites. Currently the dominant form are one-day trainings, but sometimes - especially in the case of computer trainings - the sessions are longer, up to several days.

The minimum standard of training rooms available to libraries includes a conference room seating several dozen or more, and a computer workshop with 10-30 workstations. However, many libraries have more rooms; often these are beautiful, modern facilities that can be used for various purposes. They are equipped with training equipment, although some libraries complain about the quality. The library in Rzeszów has poor facilities and only one room for 30-40 persons. Also the library in

Białystok has only one, relatively small room. In other cases, the rooms and the equipment are sufficient for training purposes.

There are no standards for training materials in libraries. The form and volume of these materials is usually determined by the trainer. The methodology and practice of training and consultancy evaluations is also poorly developed. It is usually limited to simple, irregular studies, conducted immediately after the training (not by all libraries). Libraries explain that they are capable of obtaining feedback through numerous personal contacts with lower tier units.

4.4.2. Consultancy

The content side of consultancy is similar to the scope of training. It is dominated by two forms: direct consultancy in the field and telephone consultations. Statistics for telephone consultations depend on the diligence of the person in charge, however the volume of these statistics is very large: from several hundred to over one thousand over the year. The number of field visits also varies significantly - from several dozen to several hundred (300-500) each year. Both sides are satisfied with this form of contact - lower tier libraries are able to quickly implement problem solutions which would have been difficult with remote consultancy services; and provincial libraries are provided with valuable information about the current situation in the field. Establishing direct relations also results in easier, more open communications between libraries.

Consultancy usually concerns the methodology of library work, using computers, operating library systems and, increasingly often, legal issues. As shown in the quotes below, the scope of topics is quite broad:

They ask about everything. Most problems are organizational/legal in nature and involve the transformation process of the cultural institutions. On location we also see that people are not familiar with the updated regulations on collection records.

Currently most questions concerning new technologies and IT, because many librarians still have problems with that. Going out into the field we provide instruction on how to use Word, Excel and databases. Librarians often even had problems sending e-mail.

95% of consultations concerning legal matters involving the Labor Code, running and organizing the library. We have a legal counselor to whom we redirect the most complex questions, but we are currently skilled enough to provide answers ourselves up to a certain level.

This wide scope of consultancy activities requires the personnel to be very highly qualified and competent, therefore telephone consultations involve employees of other departments, who on a daily basis are involved in the problems that these questions concern - from library processes to administrative/financial matters. Librarians in the field often have the opportunity to speak on the phone directly with individual specialists.

Questioned about the types of support that their libraries would require to be able to take on the additional training and consultancy tasks involved in the implementation of the Library Program, library directors and instructional/methodological department managers most frequently pointed to staffing support (23 responses from 36 respondents). The current workload of persons working in the instructional/the logical departments requires additional personnel. The second most frequent response was the need for additional equipment (20 responses) such as computers, presentation equipment and multifunctional devices. There were several responses about the need to provide the

persons servicing the Program with a mobile equipment set: a laptop, projector and small printer that could be used for training in the field. Other needs include financing to cover the direct cost of training such as promotion, catering and remuneration for external specialists. Another frequent expectation was that the Program implementer would provide trainers/specialists from nonlibrary specialties. Several libraries were interested in training their own personnel in the topics that will be presented to communal and other libraries, to prepare the team to better realize the tasks as part of the Program.

4.4.3. Professional supervision

The function of professional supervision is differently understood and realized. For some, this means inspections:

We go out into the field and assess the library, its appearance and operations.

We've started an audit program - we have three people from the part when visiting each library and reviewing various aspects. This is part of our supervision function.

For others, this means support activities:

The provincial library supports libraries in the field. We provide support and we are more like peers and colleagues than supervisors. We do not have supervisory instruments such as sanctions or recommendations. We can provide advice, send an IT specialist to help, provide training.

Another problem involves differences in legal interpretations concerning the powers awarded by the statutory function of professional supervision. Some directors believe that in practice - due to the lack of institutional and financial dependencies - the scope for influence is almost none and depends on the good will of the supervised entity, in this case - the establisher of the library:

Supervision suggests a degree of sanction - if I supervise something then I have the right to enforce. The only form of enforcement available to me is to try to appeal against the resolution of the communal council, the county council concerning the improper or illegal functioning of a library. But I cannot do that if the library is only very poorly managed.

Not many respondents are of a different opinion. Based on legal opinions available to them, they claim that the professional supervisory function entitles provincial libraries to undertake interventions:

Our lawyer claims that professional supervision is a very powerful tool. I can issue orders to have my recommendations enforced, and if they don't, I have an whole legislative route available to have them dismissed, all the way up to the Supreme Administrative Court and I have already made use of that

Among all the statutory functions fulfilled by provincial libraries with regard to lower tier libraries, the professional supervision function is least standardized. Whereas training and consultancy activities, despite missing formal standards, are carried out in very similar forms, professional supervision is not. This pertains both to the inspection and assessment aspects, which are conducted in various scopes using various methods, as well as interventions when irregularities are found. Certain libraries focus their supervision directly on lower tier units, others extend them on to other organizers in attempts to monitor how tasks assigned to local governments are being carried out. Opinions on whether provincial libraries are authorized to do it are divided. Without standards,

inspections and assessments may be carried out in limited scopes are based on rules and guidelines formulated separately by each provincial library. Neither solution seems appropriate.

4.4.4. Other activities

Apart from training, consultancy and professional supervision, provincial libraries are also involved in other activities aimed at supporting lower tier libraries. Especially important in this area are interventions targeted at establishers and positive image building activities in local communities. Both these forms of support are effected equally often as the statutory tasks discussed earlier.

Interventions are carried out both in major issues such as potential liquidations of libraries, budget or employment cuts, as well as in typical conflicts between the librarian and the communal administrator, council members or cultural center directors. These activities are conducted skillfully and tactfully, often with good results.

Considering the low prestige of branch libraries in local communities it is important to build their position. Sometimes this simply involves participating in events organized by local libraries, in other cases this means awarding them in a contest or inviting a media personality. It is also important that provincial authorities show interest in libraries operating within a given area:

We know that our presence in the field is important. The local government notices when the directors of the Książnica Book Repository show up on location. This is a signal for these authorities that the library cooperates with the provincial library, which supervises the professional aspect as provided for in the law. Therefore we try to participate whenever possible in activities conducted by the communal libraries.

We try to show up in county libraries to take part in their projects and events. We bring in "thank you" letters and we try to use important library events to emphasize their work. Sometimes unofficial talks with authorities get more results than official procedures.

4.5. Status of the public library network

4.5.1. County libraries

The tasks of county libraries are similar to those of provincial libraries but their instructional/methodological activities and professional supervision are targeted at primary tier libraries. County libraries are not obligated to conduct studies, but they should cooperate with provincial libraries. County libraries had only been established in 1999, concurrently with the administrative reform, although the very institution of the county library is not new - county libraries (in other circumstances and with other tasks) had already existed in postwar years. With the reduction from 49 to 16 provinces which necessitated the extension of the area covered by statutory activities by a smaller number of provincial libraries, it became necessary to introduce an intermediary library level between the communal and the provincial libraries to provide support and supervision over communal libraries. However, the legislator failed to set a date by which county libraries were to be established. The consequences of this omission are visible today - there still does not exist a full network of county libraries.

The number of county libraries (which should be 379) fluctuates. New libraries are being established, but sometimes existing ones are suspended. As of the end of 2006 - seven years after the introduction of the obligation to establish county libraries - over 20% of counties have not fulfilled

their tasks in this respect. Full library networks currently exist only in the Lubelskie, Łódzkie, Małopolskie, Opolskie, Pomorskie and Wielkopolskie provinces, whereas only in Opolskie all libraries are separate entities, operating independently of other libraries. Provinces with the highest shortage of county libraries are the Mazowieckie, Dolnośląskie, Lubuskie and Kujawsko-Pomorskie.

County libraries are currently relatively weak. This is equally due to the fact that it is difficult for them to quickly catch up to the level of provincial, or even certain communal libraries which have been building their organizational potential for several decades or more, and due to the lack of understanding for their function, which entails insufficient financing from the establishers. Subsidies for annual operations of county libraries often in the four-digit range (!); the largest, non-investment subsidies are within the PLN 150 000 – 170 000 range. Respondents consider these subsidies sufficient to enable the fulfillment of tasks assigned to county libraries in larger counties. The difficulties experienced by county libraries are well illustrated in the following quote:

When county libraries were being established it was assumed that they would take over part of the tasks of provincial libraries. But the situation of county libraries constantly changes. These tasks are often assigned to libraries for a set period of time. The mayor signs an agreement with the administration that the library will fulfill the function of the county library for the amount provided by the administration. It quickly turns out that these funds are too small, sufficient only to buy some books and 'half an instructor'. So they mainly do the communal bibliographies, although that's actually an important task.

In the opinion of provincial libraries, a large portion of county libraries is poorly prepared to fulfill their function in terms of organization, staffing or even professional qualifications. According to them, the best situation is to be found in those libraries which operate by assigning the tasks of the county library to already existing entities (communal, municipal, provincial libraries). This enables them to access the resources, experience and know-how of existing libraries.

Acknowledging the indisputable logic of this argumentation, it is worth noting that combining several functions within one institution can lead to lack of operating transparency. Currently both in the case of county and provincial libraries there is often the situation where the supervisors supervise themselves, even though institutional independence and lack of personal ties is a universally understood condition for effective oversight. Evaluating the existing practice of assigning the county function to other entities, it should be stated that in the long perspective, this practice does not contribute to building an independent, strong county network, but only additionally strengthens existing, good libraries.

4.5.2.   Communal libraries

The great majority of the 8489 libraries and branches existing as of the end of 2007 are communal libraries and their branches. Although communes are obligated to establish at least one communal library within their territory, there still exists a small group of local governments which fail to fulfill this task. One unresolved problem is also the prevalent practice of operating communal libraries as part of other local government bodies, usually cultural centers or even directly within the structures of the local government office itself. This is against the law introduced in 2001 which requires libraries to be established in the form of a cultural institution with organizational, legal and financial separation. The status quo at the time of introduction of the amendment to the act on libraries has not changed in many cases. As of the end of 2007, among 8489 libraries, 1897 (22.3%) were

combined with other units, most of which (1562) operated within the structures of cultural centers. Such libraries are not independent in their decisions and cannot manage their own development. As entities without separate legal status they cannot apply for subsidies, and funds from the Ministry of Culture for the purchase of new books are not available to them. Another disadvantageous occurrence are conflicts of interest between the librarian and the director of the communal cultural center, and treating the tasks of the library as secondary to those of the cultural center, depreciating the position of the librarian. Acknowledging these solutions as serious threats to the development of communal libraries, provincial libraries take many initiatives to separate those libraries. To this end, they organize meetings with representatives of local governments, conduct educational activities such as trainings on how to transform libraries into independent entities, offering template documents and consultations. Where such forms of intervention are ineffective, the libraries resort to legal pressure.

Many libraries did not transform into independent cultural units, some are still treated as budgetary units within the structures of communal offices. They transform themselves only after the RFI[1] makes them. Those that are not separated and without legal status cannot apply for grants. They miss out on a lot.

There is a problem in the fact that there is a number of libraries that are part of other institutions, e.g. communal cultural centers. Those librarians are often made to do other work, like selling tickets, supervising the swimming pool, helping out with harvest festivals, etc, because the book is not important in the librarian is at hand.

We have a problem with some local governments which are delaying the independence of libraries and their separation from cultural centers. In one case, the poor librarian had to supervise the snooker table upstairs and run downstairs to hand out books. The administrative court issued a verdict and 20 communes have promised to separate their libraries, but 14 administrators are still trying to dodge it by coming up with excuses: either that the councilors had not agreed, or that the whole operation make no sense. But they're breaking the law. The Provincial Office will not give up and we're also keeping the pressure up.

It should be emphasized however that several respondents pointed to the advantages of including communal libraries and the structures of other units as independence could - in their opinion - mean less funds available, shorter working hours of the librarian, resulting in less stability and weaker offering for the residents. Another problem that sometimes comes up is the librarians' unwillingness to become independent, which requires them to take on more obligations and responsibility:

Librarians often seek to be included in a communal cultural center, as this relieves them of responsibility. They prefer to be employed by the communal cultural center and get their regular paycheck without worrying about gas and electricity bills, rent and refurbishments, as all of this is handled by the administrator of the cultural center.

Although the situation of communal libraries is far from ideal, it has nevertheless been improving systematically for several years. This was in a significant part the effect of two editions of the government program „ikonk@", the purpose of which has been to establish public Internet access points. As part of the program, libraries were eligible to receive three computer sets with software and network equipment to establish an Internet reading room. Currently, respondents emphasize the importance of the Ministry of Culture and National Heritage's operating "Readership promotion"

program, launched in 2005, subtitled "Priority 1: Developing library collections" which enables libraries to purchase new books. Each year the Ministry designates PLN 28.5 million for this purpose. Purchases from the Ministry's targeted subsidy and local government funds (the program requires a 10% co-contribution) in 2006 constituted close to 77% of all new volumes acquired. One of the respondents had this to say about the positive changes:

After the crisis of the 90s when local governments started taking over the running of public libraries, the situation has stabilized and we can say that individual governments care for their public libraries. The situation is also ameliorated by the Ministry of Culture's support in the area of subsidies for the purchase of newly published books. Libraries in our region had twice received computers as part of the „ikonka" and „ikonka bis" program.

All respondents emphasized that networks of communal libraries differ by province - some are excellent, model examples, others are very poor. Contrary to what may be assumed, their offices, staffing, collections and activities only to a small degree depend on the financial standing of the commune. A more important factor is the appreciation for the role of the library shown by the local government, and the position that the librarian is capable of working out for himself or herself in the local community.

The situation varies. Everything depends on the librarian and the local government. It's not bad in general, there are excellent libraries with considerable funds, but there are also those that only have enough to survive; they don't buy books and they don't grow.

Some counties and communes are developing splendidly; some of them are very small, rural, but their communal administrators decided that the library would be an important cultural establishment, provided the funds, appointed a good manager and support the library's development.

One of the most frequently mentioned weaknesses of communal libraries are housing difficulties:

Their housing situation is poor. Their premises are too small, both in rural and communal libraries. Even those in the best condition do not have projection rooms or exhibition space. There is no room to organize meetings, there isn't even enough space to seat a group of people. I would say that no more than 10% of libraries have satisfactory housing conditions compared to their current needs.

Housing – that's the biggest problem both in terms of size and quality. We have some excellent libraries, but we also have some that are below any standards.

Other difficulties include still insufficient IT saturation, which will be discussed in the next subchapter of this report, and a relatively large percentage of libraries run by one person, including libraries that employ librarians for less than full-time. A librarian working in a one-person library is sentenced to professional isolation - individual problem-solving and individual responsibility for decisions; it is difficult for them to participate in professional training or to exchange experiences outside their own library, which would have to be closed for the time.

The scale of this phenomenon is illustrated in the average employment level which in 2006 was two persons per library. Staffing cutbacks result in shorter opening hours, which in turn results in lower readership indexes which are taken into consideration when evaluating the performance of libraries. Another factor that impedes the development of the library network is a consistently high percentage of librarians who work without professional preparation in rural libraries (close to 46% in 2006).

4.6. Use of modern ICT in libraries

The process of introducing modern ICT to libraries is dynamic and not conducive to statistical analysis. Various institutions regularly conduct studies and attempt to determine the degree of IT penetration in libraries, but changes in this area are so rapid that all indicators quickly become outdated. One weakness of this positive process is the lack of coordination of activities undertaken by individual libraries; there isn't much of a system in place - libraries make individual decisions concerning purchases of equipment and software. Only some provincial libraries attempt to combine lower tier libraries into a unified system that would provide better access to collections, more effective distribution of information and easier cooperation between libraries. It is not an easy task due to the ongoing increase in hardware and software resources.

4.6.1. Computerization of libraries

As of the end of 2007, 5076 public libraries and their branches had computers, which constitutes 60% of the total number. Last year computers were introduced in 620 libraries. In total, there were 24,663 computers in use; their number had grown by over 3500 compared to the year before. 87% of computers were connected to the Internet. Currently, libraries have little difficulty acquiring computers, which one of our respondents commented on as follows:

With all the programs that have been implemented over the last five years, every commune, even a rural one, that wanted Internet access and a computer could get one. The ones that don't have one are those where the local government decided they didn't need it, or their librarians decided that.

On average, the highest number of computers per library can be found in the following provinces: Warmińsko-Mazurskie (4.6 computers per library or branch), Mazowieckie (3.8), Pomorskie (3.7) and Śląskie (3.2). The lowest number of computers is in the Opolskie and Świętokrzyskie regions (less than two computers per library). Only 56% of computers with Internet access are made available to readers which may result from the fact that there is still a shortage of equipment.

4.6.2. IT penetration

Although the computerization process progresses quite rapidly, IT penetration, understood as the introduction and management of data in IT systems, as well as the building of such systems themselves is slower and meets with certain resistance. It seems that the main reason is poor computer skills and IT competencies of librarians, who are often unable to operate computers even in their standard uses.

One negative aspect is that a large portion of libraries (41%) do not use library software; they use their computers for office work, less often for browsing the Internet and communicating. However it should be pointed out that in the case of single-employee libraries, unassisted introduction of computer systems may objectively be difficult. That is why the support that may be provided by a higher tier library is so important, as other forms of IT assistance may be difficult to find:

The problem is that the library does not have its own IT person; if it's the single employee library, then it can't afford an IT manager. So it's often the case that if the commune has a part-time IT manager, he or she is called in when needed. Those part-time IT managers are also charged with assisting the library, which they really don't like doing.

Currently there are about a dozen library programs on the market, but the most popular software package is the MAK system developed by the National Library. This is due to its availability and relatively low price. The degree of computerization of lower tier libraries predominantly depends on the combination of factors such as the computer literacy of librarians, the local governments acknowledgment of the fact that the computer is a necessary tool for the librarian, as well as a modicum of determination and consistency in the provincial library's initiatives. This results in very different scenarios:

We have computers in all communal libraries, MAK systems included. We have everything working in a unified software package.

Some small communal libraries or branches can't even afford a MAK for PLN 2000. The communal authorities tell them "You did fine lending books through your paper-based system for all these years and now you want a barcode reader? Why do you need it?" Good luck convincing the communal administrator that you need one.

The computerization and IT penetration status of provincial libraries is much better than in the other library categories. Although the planned target number of computers per library grows each year (as shown in studies conducted by the Polish Librarians Association) it should be stated that hardware availability is not a significant barrier to the activities of provincial libraries. They have enough computers and permanent access to the Internet. Additionally the situation of these libraries is good in that each has a special department dedicated to providing computer support for library work and processes. These departments employ highly qualified IT managers who are often library specialists as well. This enables them to optimize the IT penetration process and maintain its high quality. However even provincial libraries still need considerable work. One weakness of provincial libraries as a network is the fact that they use over 10 different library programs. Additionally not all of them manage their library processes using the same system.

Acknowledging the weaknesses and limitations of the fact that public libraries use many different library systems, some provincial libraries are taking steps to establish unified IT systems within their areas to enable them to better manage their knowledge and information resources and to make them more available to users. These initiatives include the Lower Silesian Digital Resource, the Mazowieckie Library Information System, the Małpolskie Fidkar and the INFOBIBNET in the Kujawsko-Pomorskie Province.

4.6.3.   Multimedia and digital libraries

Whereas it is standard for provincial libraries to use a library system or making computers with Internet access available to readers, other applications of modern technologies are not as popular. Analyzing the structure of book collections (enclosure 6 "Selected information about book collections") we notice that the share of audiovisual and digitalized collections is small. The volume of audiovisual collections represents 2.6% (median value). The largest audiovisual collections can be found in libraries in Szczecin, Wrocław, Opole and Kraków. Their structures include music departments, special departments for collections such as audio books and Braille books, films; the Wrocław library also has a media collection (Mediateka).

Digitalized collections are even smaller than audiovisual. Currently out of 18 libraries 14 are digitizing their collections, on a relatively small scale. This is mainly due to the fact that digitizing is a time-consuming process that requires relatively expensive specialist equipment. Currently the largest number of volumes in digital form can be found in libraries in Kraków, Katowice and Zielona Góra, all of which are provincial libraries involved in the establishment of digital libraries in cooperation with other institutions. Provincial libraries have so far collected 16,700 digitalized items, which may not seem much, but if we compare the digital resources of provincial libraries with other resources of this type available in Poland, we will see that it is a considerable number. For example, the government-sponsored project entitled The Polish Internet Library has managed to collect approximately 6000 items, and the National Digital Library holds 5600 publications. It seems that the role of the provincial libraries, some of which already have their own digitization centers, in the development of digital national collections may be really important. This is also confirmed by the fact that eight provincial libraries are involved in co-development of digital libraries.

Modern technologies in libraries also include multimedia libraries and multimedia educational centers. The provincial libraries' offering in this area is very poor. Apart from Planet 11 in Olsztyn and the Mediateka in Wrocław (multimedia libraries established by the Bertelsmann Foundation's program "Libraries for young customers") or the Multicentrum, also in Olsztyn, provincial libraries have little to offer.

To summarize, the process of implementing modern technologies in public libraries can be assessed as follows:

Process	Assessment	Reasoning
Computerization	good	There are still too few computers in libraries, but acquiring a computer is no longer objectively difficult for a library; the number of computers in libraries grows by several thousand each year
IT penetration	adequate	40% of libraries do not use library software; poor computer / software operation skills are a barrier to exploiting all the opportunities offered by equipment available in libraries.
Providing users with open access to knowledge and information using modern technologies (digital libraries, multimedia, library 2.0, etc.)	poor	Collections are being digitized only in large libraries; digital collections are small; there are few digital centers and multimedia libraries.

It should be emphasized that the situation of provincial libraries is much better than the average in all the areas discussed above. In the third area (providing users with open access to knowledge and information), provincial libraries are the only significant players in the field, although even for them this is clearly the least developed aspect of using modern technologies in library work.

4.6.4. Final comments

As the presented data shows, provincial libraries are a stable network of entities with strong institutional potential in aspects such as financing, staffing, knowledge and experience, as well as status traditionally held in their communities. They hold large library collections, established over the years by subsequent generations of librarians; they own land and buildings with pleasant interiors available to readers. Thanks to sufficient financing by Provincial Boards, their financial situation is good. As the subsidies they receive are sufficient to cover all major costs, libraries do not take many initiatives to obtain external financing. Only few of them have applied for funding in amounts that would be significant in comparison with their own budgets.

Provincial libraries are strong in terms of staffing: educated professionals with extensive experience and equally long service in their institutions. However, this staffing stability sometimes carries the risk of routine and attachment to older ways of doing things. Therefore, one positive development is the slow but noticeable inflow of young, educated people who enrich libraries with their IT and information skills that their older colleagues sometimes lack.

One key element in context of the planned Library Program are the support activities provided by provincial libraries to lower tier libraries. Each provincial library is a veritable treasure chest of knowledge about libraries in their area. These are not only the conclusions of many studies conducted over the years, but also (and probably more usefully) a practical familiarity with problems

facing public libraries. Provincial libraries are in ongoing contact with them, and their representatives are often out in the field. They also have many years of experience in providing professional education to librarians. These factors certainly predestine them not only to the role of regional coordinators of training as part of the Program, but also to handling other activities if needed.

Despite this generally positive evaluation, it should be noted that provincial libraries are not a monolith: not all are managed in the same way, not all share the same visions of activity and development. For the purpose of this analysis we can divide the libraries into three categories:

- innovators – entities that seek new ways of doing things, abolish stereotypes and blaze new trails in various areas of library activity;

- entrepreneurs – entities that efficiently manage their organizations and implement development versions; capable of acquiring funds, finding appropriate talent, with excellent knowledge of all current trends in library science;

- „go with the flow" libraries – libraries that have adopted a tactic of adapting to incoming change; people who work there are too intelligent not to notice changes or fail to understand the need to include them in their work, but they only do it in the necessary extent.

The development of library work will primarily rely on the innovators and the entrepreneurs, therefore it is important to make their knowledge, experiences and ideas available to others. The two main areas of innovation that can currently be identified include the use of modern technologies in libraries to provide users with various forms of open, unrestricted access to knowledge and information (including entertainment), and developing and implementing new concepts for libraries as entities open to everyone that not only fulfill their traditional roles but also serve to integrate communities. Entrepreneurs in turn, understood in the Schumpeter definition of the word, are necessary to show that a public library can be a thoroughly modern institution, managed with a vision and a long-term development plan. Currently one of the weaknesses of provincial libraries as a network is the limited use of the experiences of others. This results from the rather superficial knowledge of what goes on in other provinces. Cooperation between provincial libraries is less frequent than could be expected.

5. Recommendations

1. Formulate clear criteria of inclusion, i.e. answer the question: who should be the prioritized participant of the Program, and why.

The criteria of inclusion in the Program are currently formulated in quite general terms (the program is addressed to communal libraries in rural, rural-municipal and municipal communes and towns with up to 20 000 residents) which allows a rather flexible formula for the recruitment of libraries for participation. In conceptual terms, such flexibility is an advantage, but for organizational and formal considerations, it should be clearly defined whether these should be libraries with separate legal status, or whether to include cultural centers within which libraries operate; it is also useful to determine whether candidates need to be located within counties that have a county library. These decisions will result not only in the adoption of certain solutions within the project scope, but also have a certain "political" dimension - the Program can either support efforts within the librarian community aimed at creating a full network of independent libraries, or assume a neutral stance, which will also probably be commented upon and judged. Accepting into the program libraries in

areas without county-level units will also require stronger direct involvement on the part of provincial libraries.

Another aspect of the inclusion criteria is a certain simplification, which assumes that a rural library is poor and faces difficulties, whereas a city library has more funds and an easier job. The current participation criteria exclude libraries from poorer districts of large cities. This problem pertains especially to city agglomerations in areas undergoing restructuring (e.g. certain areas in the Śląsk region), were the situation is sometimes dire. Due to this, it should be considered whether to create some kind of special provision that would allow the Program to support libraries operating in the so-called bad neighborhoods in certain cities (with high unemployment rates and low incomes)

There is one more inclusion criterion (one having more to do with the adopted strategy) to consider: should the Program support the weakest, or the most active libraries. The activity criterion, measured by several leadership indicators (but weighted by the library's working hours!) and, importantly, by the offering of meetings, events, and actions organized by that library, seems of key importance to effectiveness in achieving the Program's objectives. Supporting libraries run by "minimalists" may not prove very effective.

2. Create a two-tier support system based on the existing network of provincial and county libraries

In designing the Program, it would be advisable to include in the communal library support system the two higher library tiers, i.e. the provincial and county libraries, established to offer support and provide professional supervision over field branches.

The existing library network is not complete, and units within it represent very disparate levels of organizational and professional potential. Nevertheless it is a development structure which enables library units all over the country to contact each other and cooperate. One has to appreciate the resources, experience and excellent familiarity with communal libraries, exhibited by both provincial and county libraries. With the target number of 2500 communal libraries that are to be covered by the Program's support, provincial libraries will not be able to directly service all units (in the largest provinces, the Program may include 150-200 units). A more effective solution would be to establish a two-tier system in which provincial libraries would fulfill a coordinating role and county libraries would organize support directly within the county.

This solution will require the both library tiers to prepare for their tasks as part of the Program. This will involve additional expenditures, but such an investment will contribute to sustainability of the effects. County libraries will receive better training and consultations also after the conclusion of the Program.

One possible implementation scenario for this approach is – in the first phase – to prepare provincial and county libraries concurrently with launching the pilot project for communal libraries; in the second phase: transfer all tasks involving work with communal libraries to county libraries and, in certain scopes – also to provincial libraries, followed by an expansion of the Program's recruitment.

3. Create local coalitions for library development

Transforming libraries into multifunctional centers may create friction and conflicts between the library and the cultural center, other local government entities or non-government organizations. Extending the scope of activity of libraries may be perceived as "stepping on someone else's turf"

and creating competition for existing institutions, even if they are doing their job poorly. That is why it is necessary from the very beginning to secure the support of the local community. One possible solution would be to establish small coalitions for the development of libraries that would consist of local governments and its appropriate units, educational organizations, nongovernmental organizations as well as local business. It is important to be able to present to every community the benefits available to them through the reformed library; already on the communications and promotional level speak about extending opportunities, not about offering alternative, better solutions.

4. Involving local government as allies of the Program

Local government should be an important target group of the Program, as local governments are organizers of library units with decisive impact on their financial, staffing and organizational situation. Local governments also influence the library's position in the local community. On one hand there is a need for promotional activities of an educational character, that will draw attention to the importance of libraries to local development; show the way small libraries look and operate in Europe (sometimes it is sufficient to show an example from a neighboring commune). On the other hand it would be advisable to obtain from the communal administrator and his council a formal declaration of support (in the form of a unilateral statement or a written agreement) for participation of the library in question in the Program, in order to give the entire projects certain weight and prestige, and to make the authorities feel responsible for its success.

Government support for a library's participation in the Program should also have a financial or material dimension in the form of the government's contribution. Perhaps the required co-financing should be based on the motivating principle of "the more you invest the more you gain"

5. Determine the target standard for a library participating in the Program

The current lack of library standards in many cases makes it difficult to ensure proper performance on their part. The Program should define the basic parameters that a library must meet in order to fulfill the role of a multifunctional center. Defining a set of target indicators concerning material resources (book collection, premises, computer equipment), staffing (details of employment), personnel competencies (what the personnel should know and be skilled in), availability of the library and its services (location, working hours, consideration for the needs of various customer groups) and the minimum library offering can be useful for two reasons. First of all it provides the program's managers with tools to monitor progress, evaluate and manage quality; secondly, setting standards may also have educational value, especially in locations were libraries have been underinvested. The set of parameters should be developed jointly by the libraries involved in the program and the operator.

6. Create a new offering of activities for local communities on the base of the current achievements of libraries

Already today, libraries are involved in extensive activities beyond the basic library processes. These are mainly cultural and educational projects. There is a great number of them, with examples of interesting, inspiring ideas that could be used by other libraries. Knowing and acknowledging these achievements will be particularly important when the Program begins to involve institutions that

previously had not cooperated on a major scale with libraries. This approach will foster partner relations between the Program's implementers and help avoid "reinventing the wheel".

7. Considered the specifics of the main target group

Due to the strong feminization of the librarian profession, especially in smaller libraries, the target group will predominantly include women. Raised and living in small local communities, where the roles and behaviors of women are perceived quite traditionally, they are incapable of showing determination and a proactive attitude that is sometimes required in relations with local governments or directors of cultural centers, and involving others in activities on behalf of the library or in attracting readership. The way they function in local communities reinforces the stereotype of the invisible librarian, hidden behind bookshelves. This does not mean that libraries completely lack resourceful people who know what they want to do and how to achieve their goals. However, the problem mentioned above is so prevalent that it may impede the execution of the Program which requires an active outreach to the community, readiness for change and willingness to take on new tasks. It would therefore require a solid component for the empowerment of librarians which would enable them to go beyond the schematic approach to their roles - one that would help them discover and appreciate their own potential and acquire a better familiarity with their rights; believe that they can be an equal partner in various activities. This should be a comprehensive program, not just a simple set of trainings on self presentation and assertiveness.

8. Strategic importance of investing in developing computer literacy and IT skills in librarians

The low level of computer literacy and familiarity with computer programs and other ICT solutions is one of the main barriers to transforming libraries into modern units. The contemporary librarian should be quite highly skilled in this area, but on the communal level computer literacy and IT skills are much below the average required for even simple office work. Therefore it will be necessary to not only continue training but also to ensure easily accessible IT consultations in the field. It will also be necessary to organize a system for communication and cooperation within the Program that will compel librarians to improve their computer literacy. IT consultations should be provided based on county libraries; the organizers should therefore strive to have a competent person (instructor or cooperating external IT manager) in each of them.

9. Create a simple system for mutual exchange of knowledge and support for librarians

By including in the Program a system that enables rapid communication and exchange of experiences between its participants, but also to conduct organized forms of mutual training, it will be possible to not only strengthen and expand the impact of the training/consultation component, but also to build a librarian community of the Program. The proposed system should not be based only on communicating over the Internet. It is also important to create opportunities for direct contacts, such as for example a short study visit in a neighboring commune, or obtaining cofinancing for joint inter-communal projects.

10. Organize training in ways that will help librarians from one-person libraries located far from provincial cities

Longer training trips are a significant organizational, logistical and sometimes also financial problem for librarians who work in peripheral, one-person libraries, or for those who do not work full-time. Authorities are unwilling to see libraries closed, it is not always possible to find temporary replacements, and commutes involve costs that local governments do not always want to cover. It is of course important for communal librarians to be able to participate in the meetings organized by provincial libraries in their own premises, but the core training program should be organized in the field, based on county libraries. In case of small counties from which only a few libraries will participate, training can be organized for several counties together. The number of longer training excursions should be limited. An additional benefit of this solution will be the strengthening of county libraries in their training capacity.

11. Present model libraries to librarians and local government representatives

Proposing a new way of thinking how a small, modern library should look and operate may meet with certain resistance and lack of faith that such changes are possible on the part of local governments – the establishers of libraries – but also on the part of librarians themselves. Establishing several dozen (2-3 per province) small model centers with different operating profiles and methods of working on behalf of local communities and later presenting them to other members of the Program would inspire and motivate to work within one's own community. These model centers could be established on the basis of libraries found to be most active; in communes where it will be possible to establish real coalitions for library development. Additional investments in libraries would be a reward for the library's and its environment's exceptional activity.

Another solution is to organize study visits to Scandinavian libraries (also in award form, for libraries that will have made the most progress in their self-development, to avoid rewarding libraries that will already be best at the start of the program).

12. Emphasize activities aimed at strengthening the library's image in their local communities

Many problems of communal libraries result from the fact that they are not perceived as institutions important for the local community. As far as inactive libraries are concerned this might be a justified opinion, but the permanent underinvestment of all libraries, even those which operate well, proves that this opinion is extended to all of them. This results in poor housing, outdated equipment and part-time employment schemes. Demonstrating that large, serious institutions are interested in libraries and appreciate their work may have more impact than even the best promotional and informational materials. Therefore it is worth to include the presence of important persons, such as representatives of the Foundation, the Ministry or the Provincial Board in certain events organized by the communal or count library. Doing this with the proper setting – a formal 'thank you' to the library for its work, a symbolic award, can additionally strengthen the effect of building a positive image of local libraries.

13. Create a development strategy for libraries participating in the Program

The overarching practice in planning library activities that focuses on organizing their daily operations is not conducive towards controlled, thought-out development. Perfecting the library's work, increasing its resources, developing the staff, expanding the offering cannot happen "on the way". It requires a carefully drafted plan that will set objectives (what the library is to be in 3-5 years); action that needs to be taken; the required time and funding. Lack of vision an plans for library development is currently one of the factors limiting the development of the entire network. It would be recommended to help libraries develop such plans, and to include these activities in communal development strategies to additionally ensure at least partial financing of long-term library development by local governments.

14. Prepare county libraries for the Program's tasks

In its preliminary assumptions the Program did not provide for any greater roles for county libraries. For reasons mentioned above it would nevertheless be recommended to give county libraries tasks related to organizing training and consultations in the field. A problem that creates a barrier to implementing this approach is the lack of proper preparation on the part of county libraries. It would therefore be necessary to provide them with knowledge and skills in organizing training processes (not only organizing the training of themselves) and in providing consultation. The former need can be satisfied by providing appropriate training. The latter will require more expenditure; particularly helpful here could be the activities of provincial libraries which, by law, assist and supervise county libraries. Apart from strengthening the staffing of county libraries (primarily instructors, not directors), it might also be necessary to provide these facilities with additional training equipment (minimum: laptop, projector, screen)

15. Differentiate tasks that provincial libraries will implement in individual provinces

The tasks of provincial libraries may differ depending on the condition of the network of county libraries in individual provinces. Where there is a full network, and county libraries operate relatively efficiently, provincial libraries will predominantly continue their current role of supervision over training and consultations conducted as part of the Program by a lower tier libraries. In provinces which do not have a full network of county libraries or where such libraries are very weak, provincial libraries will have to become involved in training activities while working on strengthening the county libraries. In both cases provincial libraries would also act as regional coordinators of various projects undertaken by libraries in the area.

16. Support required by provincial libraries

As provincial libraries participating in the Program may have different tasks, support provided to them should also be differentiated. Already in the research phase, although certain needs turned out to be shared by a large group of libraries, there was evidence of variation. Additionally, the scale of support should depend on such basic factors as the number of libraries participating in the Program within a given area, or the network of county libraries.

The minimum standard of support should include preparing provincial libraries to better manage the training process within their own structures, and to offer training in this scope to county libraries. In certain cases it might be useful to offer training on methodologies of teaching adults and to conduct training using methods of activation. The proposed training should help provincial libraries sort out the following aspects of their own training activities:

- clearly define what constitutes training and what are other forms of professional improvement;

- introduce a standard for training materials (list of materials, description of form, securing copyright, rules of making these materials available to others);

- introduce a practice of regular evaluation of training and consultations.

In the scenario where libraries will also fulfill the role of regional coordinators it would be recommended to organize additional training on project management, because libraries have little experience in project-based work.

Libraries charged with more tasks or libraries with the least staff in instructional/methodological apartments may indeed require staffing support. This will probably not require full-time employment, nonetheless it will require experience in coordinating activities and familiarity with library issues, therefore careful selection of candidates would be recommended (which may be costly).

In certain cases it might also be justified to equip the instructional/methodological departments with a mobile training set to ensure "hardware independence", especially important during field trips. Training rooms in libraries are usually (bar rare cases) equipped with everything needed for training. Whereas libraries are in fact very limited in their ability to increase employment due to budgetary constraints and financial discipline, an additional equipment purchase within the range of approximately PLN 5000 should be within reach of the average provincial library. However this might be a problem for certain county libraries.

17. Establish a consultation council to the Program

Due to the scale, complexity and lack of experience in similar programs in Poland, it would be recommended to establish a council that would offer consultations and opinions. This body should consist of representatives of the network of public libraries (all three tiers!), the Ministry of Culture, the Book Institute (responsible for implementing the Library+ program), local governments (library organizers), and independent experts. Apart from its consultative/advisory role, the 10-15 person council would also be tasked with consolidating various communities around the Program, contributing to building its image.

6. Attachments

ATTACHMENT 1.   **ADDRESSES AND CONTACT DETAILS OF LIBRARIES**

ATTACHMENT 2.   **RESPONDENTS' CONTACT DETAILS**

ATTACHMENT 3.   **OTHER INFORMATION SOURCES**

ATTACHMENT 4.   **KEY DATA ON PROVINCIAL LIBRARY POTENTIAL**

ATTACHMENT 5.   **KEY INFORMATION ABOUT TRAINING CONDUCTED BY LIBRARIES**

ATTACHMENT 6.   **SELECTED INFORMATION ABOUT BOOK COLLECTIONS**

ATTACHMENT 7.   **LIBRARY DIRECTOR INTERVIEW QUESTIONNAIRE**

ATTACHMENT 8.   **TRAINING DEPARTMENT MANAGER INTERVIEW QUESTIONNAIRE**

ATTACHMENT 9.   **SURVEY: *KEY LIBRARY FACTS***

SECTION II. STUDY DOCUMENTATION

             INTERVIEW DOCUMENTATION

             ***KEY LIBRARY FACTS* SURVEYS**

             PHOTOGRAPHS OF TRAINING ROOMS

ATTACHMENT 1. ADDRESSES AND CONTACT DETAILS OF LIBRARIES

No.	Library name	Address	Telephone	E-mail	www
1.	Biblioteka Publiczna m.st. Warszawy - Biblioteka Główna Województwa Mazowieckiego	ul. Koszykowa 26/28 00-950 Warszawa skr. poczt. 365	022 5374 158 sekretariat	biblioteka@biblpubl.waw.pl	www.koszykowa.pl/biblioteka
2.	Biblioteka Śląska	Plac Rady Europy 1 40-021 Katowice	sekretariat 032 20 83 875	bsl@bs.katowice.pl	www.bs.katowice.pl
3.	Dolnośląska Biblioteka Publiczna im. Tadeusza Mikulskiego	Rynek 58 50-116 Wrocław	071-33-52-204 sekretariat	wbp@wbp.wroc.pl	www.wbp.wroc.pl
4.	Książnica Podlaska im. Łukasza Górnickiego	ul. Kilińskiego 16 15-950 Białystok	085-741-67-23 sekretariat	ksiaznica@ksiaznicapodlaska.pl	www.ksiaznicapodlaska.pl
5.	Książnica Pomorska im. Stanisława Staszica	ul. Podgórna 15/16 70-205 Szczecin	091 4819 110 sekretariat	ksiaznica@ksiaznica.szczecin.pl	www.ksiaznica.szczecin.pl
6.	Wojewódzka Biblioteka Publiczna i Centrum Animacji Kultury w Poznaniu	ul. B. Prusa 3 60-819 Poznań	061-664-08-50	dyrektor@wbp.poznan.pl	www.wbp.poznan.pl
7.	Wojewódzka Biblioteka Publiczna im. Emanuela Smołki w Opolu	ul. Piastowska 18/19/20 45-081 Opole	077-454-02-23 ogólny	wbp-opole@wpb.opole.pl	www.wbp.opole.pl
8.	Wojewódzka Biblioteka Publiczna im. Emilii Sukertowej-Biedrawiny w Olsztynie	ul. 1 Maja 5 10-117 Olsztyn	089-524-90-32 sekretariat	wbp@wbp.plsztyn.pl	www.wbp.olsztyn.pl
9.	Wojewódzka Biblioteka Publiczna w Krakowie	ul. Rajska 1 31-124 Kraków	0120633-22-10 sekretariat	biblioteka@wbp.krakow.pl	www.wbp.krakow.pl
10.	Wojewódzka i Miejska Biblioteka Publiczna im. Cypriana Kamila Norwida w Zielonej	ul. Wojska Polskiego 9	068-45-32-600	informacja@wimbp.zgora.pl	www.wimbp.zgora.pl

		60-077 Zielona Góra Skr. Poczt. 170	sekretariat		
11.	Wojewódzka Biblioteka Publiczna im. Hieronima Łopacińskiego	ul. G. Narutowicza 4 20-950 Lublin	081-532-39-47 ogólny	zciurus@hieronim.wbp.lublin.pl mail dyrektorki biblioteki Zofii Ciuruś	http://hieronim.wbp.lublin.pl
12.	Wojewódzka Biblioteka Publiczna – Książnica Kopernikańska	ul. Słowackiego 8 87-100 Toruń	056-622-66-42 ogólny	ksiaznica@ksiaznica.torun.pl	www.ksiaznica.torun.pl
13.	Wojewódzka i Miejska Biblioteka Publiczna im. Dr Witolda Bełży w Bydgoszczy	ul. Długa 39 85-034 Bydgoszcz	052-323-80-08 ogólny	wimbp.bydgoszcz@utp.edu.pl	www.wimbp.man.bydgoszcz.pl
14.	Wojewódzka Biblioteka Publiczna w Kielcach	ul. Ściegiennego 13 25-033 Kielce	041-344-70-74 sekretariat	sekretariat@wbp-kielce.one.pl	www.wbp.kielce.pl
15.	Wojewódzka i Miejska Biblioteka Publiczna im. Josepha Conrada-Korzeniowskiego w Gdańsku	Targ Rakowy 5/6 80-806 Gdańsk	058-301-48-11 centrala	wbp@wbpg.org.pl	www.wbpg.org.pl
16.	Wojewódzka i Miejska Biblioteka Publiczna im. Marszałka J. Piłsudskiego w Łodzi	ul. Gdańska 100/102 90-508 Łódź	042-663-03-00 ogólny	sekretariat@hiacynt.wimbp.lodz.pl	www.wimbp.lodz.pl
17.	Wojewódzka i Miejska Biblioteka Publiczna w Rzeszowie	ul. Sokoła 13 35-010 Rzeszów	017-853-52-17 centrala	wimbp@wimbp.rzeszow.pl	www.wimbp.rzeszow.pl
18.	Wojewódzka i Miejska Biblioteka Publiczna w Gorzowie Wielkopolskim	ul. Sikorskiego 107 Gorzów Wielkopolski	095-727-80-40 dyrektor	edwardjaworski@wimbp.gorzow.pl dyrektor	www.wimbp.gorzow.pl

ATTACHMENT 2 RESPONDENTS' CONTACT DETAILS

Respondents' contact details – interviews with directors

No.	Library namy	Code	Director	Telephone	E-mail
1	Wojewódzka i Miejska Biblioteka Publiczna im. Josepha Conrada-Korzeniowskiego w Gdańsku	GDSK	Paweł Braun	(058)-301-96-18	pbraun@wbpg.org.pl
2	Książnica Podlaska im. Łukasza Górnickiego	BLST	Jan Leończuk	(085)-74-16-723	ksiaznica@ksiaznicapodlaska.pl
3	Wojewódzka Biblioteka Publiczna im. Emilii Sukertowej-Biedrawiny w Olsztynie	OLSZ	Andrzej Marcinkiewicz	(089)- 524- 90-33	amarcin@wbp.olsztyn.pl
4	Wojewódzka Biblioteka Publiczna – Książnica Kopernikańska	TORN	Teresa E, Szymorowska	(056)- 622- 57- 01	dyrektor@ksiaznica.torun.pl
5	Wojewódzka i Miejska Biblioteka Publiczna im. Dr Witolda Bełży w Bydgoszczy	BDCZ	Ewa Stelmachowska	(052)-328-73-90	Ewa.Stelmachowska@utp.edu.pl
6	Wojewódzka i Miejska Biblioteka Publiczna im. Cypriana Kamila Norwida w Zielonej Górze	ZGOR	Maria Wasik	(068)-45-32-600	informacja@wimbp.zgora.pl
7	Wojewódzka Biblioteka Publiczna i Centrum Animacji Kultury w Poznaniu	POZN	Lena Bednarska	(061)-664-08-50	dyrektor@wbp.poznan.pl
8	Wojewódzka i Miejska Biblioteka Publiczna w Gorzowie Wielkopolskim	GORZ	Błażej Skaziński (wicedyrektor)	(095)-727- 80-40	sekretariat@wimbp.gorzow.pl
9	Książnica Pomorska im. Stanisława Staszica	SZCZ	Lucjan Bąbolewski	(091)-48-19-110	ksiaznica@ksiaznica.szczecin.pl

10	Wojewódzka Biblioteka Publiczna w Kielcach	KLCE	Andrzej Dąbrowski	(041)-344-70-74, (041)-361-53-51	andrzej.dabrowski@wbp-kielce.one.pl
11	Wojewódzka Biblioteka Publiczna im. Hieronima Łopacińskiego	LUBL	Zofia Ciuruś	(081)-532-39-47	zciurus@hieronim.wbp.lublin.pl
12	Wojewódzka i Miejska Biblioteka Publiczna w Rzeszowie	RESZ	Halina Piotrowska (zastępca dyrektora)	(017)-866-68-34, (017)-853-24-31	hpiotrowska@wimbp.rzeszow.pl
13	Wojewódzka i Miejska Biblioteka Publiczna im. Marszałka J. Piłsudskiego w Łodzi	LODZ	Barbara Czajka, Piotr Bierczyński (zastępca dyrektora)	(042)-636-68-35	czajka@hiacynt.wimbp.lodz.pl
14	Wojewódzka Biblioteka Publiczna w Krakowie	KRAK	Anna Wiśniewska	(012)-634-42-10	awisniewska@wbp.krakow.pl
15	Wojewódzka Biblioteka Publiczna im. Emanuela Smołki w Opolu	OPOL	Tadeusz Chrobak	(077)-454-22-07	wbp-opole@wpb.opole.pl
16	Biblioteka Śląska	KATC	Jan Malicki	(032)-20-83-875	dyrg@bs.katowice.pl
17	Dolnośląska Biblioteka Publiczna im. Tadeusza Mikulskiego	WROC	Jolanta Ubowska (zastępca dyrektora)	(071)-33-52-247	jubowska@wbp.wroc.pl
18	Biblioteka Publiczna m.st. Warszawy - Biblioteka Główna Województwa Mazowieckiego	WAWA	Michał Strąk	(022)-621-78-52	michal.strak@koszykowa.pl

Respondents' contact details – interviews with instructional / methodological departments

No.	Library name	Code	Department manager	Telephone	E-mail
1	Wojewódzka i Miejska Biblioteka Publiczna im. Josepha Conrada-Korzeniowskiego w Gdańsku	GDSK	Krystyna Redman	(058)-301-38-18	cebid@wbpg.org.pl
2	Książnica Podlaska im. Łukasza Górnickiego	BLST	Joanna Trusiuk	(085)-74-16-689	metodyka@ksiaznicapodlaska.pl
3	Wojewódzka Biblioteka Publiczna im. Emilii Sukertowej-Biedrawiny w Olsztynie	OLSZ	Renata Pietrulewicz	(089)-524-90-37, 524-90-38	im@wbp.olsztyn.pl

4	Wojewódzka Biblioteka Publiczna – Książnica Kopernikańska	TORN	Marek Jurowski	(056)-622-59-19, wew. 149	m.jurowski@ksiaznica.torun.pl
5	Wojewódzka i Miejska Biblioteka Publiczna im. Dr Witolda Bełży w Bydgoszczy	BDCZ	Danuta Kaczmarek	(052)-33-99-217	Danuta.Kaczmarek@utp.edu.pl
6	Wojewódzka i Miejska Biblioteka Publiczna im. Cypriana Kamila Norwida w Zielonej Górze	ZGOR	Stanisława Bogalska	(068)-45-32-618	sbogalska@wimbp.zgora.pl
7	Wojewódzka Biblioteka Publiczna i Centrum Animacji Kultury w Poznaniu	POZN	Krystyna Dąbrowska, Maria Giemza - Żurawska	(061)-66-40-860	biblioteka@wbp.poznan.pl
8	Wojewódzka i Miejska Biblioteka Publiczna w Gorzowie Wielkopolskim	GORZ	Ewa Troczyńska - Porada	(095)-727-70-78	ewatroczynska-porada@wimbp.gorzow.pl
9	Książnica Pomorska im. Stanisława Staszica	SZCZ	Monika Kwaśniak	(091)-48-19-240	m.kwasniak@ksiaznica.szczecin.pl
10	Wojewódzka Biblioteka Publiczna w Kielcach	KLCE	Halina Panek	(032)-20-83-778, 032-20-83-761	halina.panek@wbp-kielce.one.pl
11	Wojewódzka Biblioteka Publiczna im. Hieronima Łopacińskiego	LUBL	Jerzy Gajewski	(081)-532-59-46	jgajew@hieronim.wbp.lublin.pl
12	Wojewódzka i Miejska Biblioteka Publiczna w Rzeszowie	RESZ	Lucyna Kloczkowska	(017)-866-68-43/42	kloczkowska@wimbp.rzeszow.pl
13	Wojewódzka i Miejska Biblioteka Publiczna im. Marszałka J. Piłsudskiego w Łodzi	LODZ	Małgorzata Cegiełko	(042)-636-03-36	cegielko@hiacynt.wimbp.lodz.pl
14	Wojewódzka Biblioteka Publiczna w Krakowie	KRAK	Ireneusz Ptaszek	(012)-632-13-10	iptaszek@wbp.krakow.pl
15	Wojewódzka Biblioteka Publiczna im. Emanuela Smołki w Opolu	OPOL	Piotr Polus	(077)-454-02-23 w. 345	p.polus@wbp.opole.pl
16	Biblioteka Śląska	KATC	Maria Gutowska	(032)-20-83-778, 20-83-761	mariag@bs.katowice.pl
17		WROC	Wioleta Matuszewska	(071)-335-22-06	wmatuszewska@wbp.wroc.pl

	Dolnośląska Biblioteka Publiczna im. Tadeusza Mikulskiego				
18	Biblioteka Publiczna m.st. Warszawy - Biblioteka Główna Województwa Mazowieckiego	WAWA	Barbara Stępniewska	(022)-53-74-184	Dzial.Instrukcyjno.Metodyczny@koszykowa.pl

ATTACHMENT 3. OTHER INFORMATION SOURCES

Websites

Ministry of Culture and National Heritage

www.mkidn.gov.pl

National Library

www.bn.org.pl

Book Institute

www.instytutksiazki.pl

Polish Librarians Association

www.ebib.info

International Federation of Library Associations and Institutions

www.ifla.org

Europeana

www.europeana.eu

Reports, papers and other materials

- *Informacja o działalności bibliotek publicznych w 2007 r. (w układzie wojewódzkim)*, oprac. Pracownia Bibliotekoznawstwa Instytut Książki i Czytelnictwa, Biblioteka Narodowa

- *Zestawienie zbiorcze o stanie i działalności sieci bibliotek publicznych w 2007 r. (w przekroju miasto - wieś)*, oprac. Pracownia Bibliotekoznawstwa Instytut Książki i Czytelnictwa, Biblioteka Narodowa

- *Biblioteki publiczne w liczbach 2006*, Biblioteka Narodowa, Warszawa 2007

- B. Budzyńska, M. Jezierska, *Biblioteki powiatowe 2006*, Zakład Bibliotekoznawstwa, Instytut Książki i Czytelnictwa 2007

- K. Winogrodzka, *Raport o stanie automatyzacji bibliotek publicznych 2006*, Komisja Automatyzacji przy ZG SBP

- M. Kowalska, *Digitalizacja zbiorów w bibliotekach polskich – próba oceny doświadczeń krajowyc*h, Instytut Informacji Naukowej i Bibliologii, Uniwersytet Mikołaja Kopernika w Toruniu

- M. Wasyluk, *Potrzeby szkoleniowe pracowników bibliotek publicznych w województwie warmińsko-mazurskim. Raport z badań wstępnych*, Wojewódzka Biblioteka Publiczna w Olsztynie, Olsztyn 2008

- *Omówienie ankiety skierowanej do radnych województwa warmińsko-mazurskiego w latach 1998, 2001*, Wojewódzka Biblioteka Publiczna w Olsztynie

- *Działania marketingowe prowadzone przez biblioteki publiczne województwa warmińsko-mazurskiego. Opracowanie ankiety*, Wojewódzka Biblioteka Publiczna w Olsztynie

- B. Jasiak, A. Piróg, *Wizerunek bibliotekarza – podsumowanie ankiety*, Dolnośląska Biblioteka Publiczna im. Tadeusza Mikulskiego

- *Informacja o sieci bibliotek publicznych województwa dolnośląskiego za rok 2007*, Dolnośląska Biblioteka Publiczna im. Tadeusza Mikulskiego

- *Biblioteka – moje ulubione miejsce*, Notes biblioteczny 2008 nr 1, Wojewódzka Biblioteka Publiczna w Krakowie

- *Pomagamy sobie w pracy. Opolski kwartalnik informacyjno-metodyczny,* Nr 1-2/2008, Wojewódzka Biblioteka Publiczna im. E. Smołki w Opolu

- Ankieta *Doskonalenie zawodowe bibliotekarzy*, Książnica Podlaska, Białystok 2002

- *Wojewódzka Biblioteka Publiczna – Książnica Kopernikańska w Toruniu – formularz statystyczny 2007*, WBP – Książnica Kopernikańska

- *Statystyki szkoleń 2005-2008*, WBP – Książnica Kopernikańska

- Ustawa z 27 czerwca 1997 r. o bibliotekach (Dz. U. Nr 85, poz. 539 ze zmianami)

- Ustawa z 25 października 1991 r. o organizowaniu i prowadzeniu działalności kulturalnej (tekst jednolity z 2001 r. Dz. U. Nr 13 poz. 123 ze zmianami)

ATTACHMENT 4. KEY DATA ON PROVINCIAL LIBRARY POTENTIAL

No.	City	combined with ML	Total books	Readership 2006-2007 (average)	Lendings 2006-2007 (average)	Average budget 2006-2007	Local govt. subsidies 2006-2007	Local govt. subsidy share	Own revenue 2006-2007 (average)	Own revenue share	Other subsidies 2006-2007 (average)	Other subsidies share	No. of employees	No. of primary tier libraries	No. of units
1	GDAŃSK	1	856 532	60 387	1 450 638	9 245 100	8 556 835	93%	588 441	6,4%	339 545	3,7%	205	120	338
2	BIAŁYSTOK	1	901 532	45 237	405 170	5 303 190	4 945 000	93%	28 518	0,5%	75 272	1,4%	125	116	248
3	OLSZTYN	0	315 438	14 494	308 374	3 478 522	2 841 232	82%	253 967	7,3%	309 837	8,9%	68	116	333
4	TORUŃ	1	842 082	35 452	880 916	8 171 094	5 469 380	67%	29 683	0,4%	2 339 676	28,6%	149	89	252
5	BYDGOSZCZ	1	1 127 950	44 255	394 184	6 652 128	6 195 430	93%	149 050	2,2%	207 648	3,1%	168	53	208
6	ZIELONA GÓRA	1	459 927	27 901	640 172	4 190 206	3 412 380	81%	425 719	10,2%	131 614	3,1%	87	52	174
7	POZNAŃ	0	81 244	2 974	28 783	6 008 024	5 369 650	89%	387 111	6,4%	151 582	2,5%	60	227	724
8	GORZÓW	1	422 807	32 115	663 050	5 213 300	3 735 484	72%	78 436	1,5%	12 492	0,2%	102	27	94
9	SZCZECIN	0	1 535 328	33 715	382 317	8 380 401	7 160 044	85%	390 000	4,7%	546 788	6,5%	198	130	379
10	KIELCE	0	303 818	16 062	244 748	9 758 106	4 639 885	48%	184 187	1,9%	4 610 118	47,2%	70	101	298
11	LUBLIN	0	240 257	9 096	143 519	6 541 014	5 555 500	85%	641 640	9,8%	0	0,0%	126	222	602
12	RZESZÓW	1	137 907	40 362	758 510	5 370 844	4 535 339	84%	170 662	3,2%	164 000	3,1%	120	159	701
13	ŁÓDŹ	1	720 272	10 008	187 515	4 195 577	3 915 000	93%	106 370	2,5%	85 000	2,0%	125	177	565
14	KRAKÓW	0	487 467	75 285	807 224	6 226 912	5 194 051	83%	671 221	10,8%	28 426	0,5%	168	186	763

15	OPOLE	0	252 780	9 008	534 918	4 604 382	4 138 600	90%	415 782	9,0%	50 000	1,1%	42	71	322
16	KATOWICE	0	1 993 591	27 827	203 810	14 060 542	12 412 253	88%	1 382 162	9,8%	0	0,0%	218	168	835
17	WROCŁAW	0	454 209	14 522	318 459	3 578 316	3 145 711	88%	309 342	8,6%	1 500	0,0%	86	171	658
18	WARSZAWA	1	1 227 077	43 748	130 022	13 730 449	13 398 990	98%	331 458	2,4%	0	0,0%	234	329	995
	AVERAGE		686 679	30 136	471 241	6 928 228	5 812 265	84%	363 542		502 972		131		
	MEDIAN		473 697	30 008	388 251	6 117 468	5 069 526		320 400			2,3%	125		
	TOTAL	9	12 360 218	542 448		**124 708 107**	104 620 764		6 543 749				2351		8489

Explanations

combined with ML – provincial library combined with Municipal Library (1 – combined , 0 – not combined)

average budget – average sum of revenue in 2006-2007

local govt. subsidy – average sum of all level local govt. subsidies (2006-2007)

other subsidies – as per survey: subsidies other than local govt. and Ministry of Culture and Heritage (average in 2006-2007)

no. of I/M employees – no. of instructional/methodological dept. employees or other employees responsible for training and consultations

no. of books, employees, libraries – as of end of 2007

ATTACHMENT 5. KEY INFORMATION ABOUT TRAINING CONDUCTED BY LIBRARIES

No.	City	Combined with ML	Average budget 2006-2007	No. of employees	No. of I/M employees	No. of primary tier libraries.	No. of units as of end of 2007)	Number of trainings per year	No. of training participants / year	Average no. of training participants
1	GDAŃSK	1	9 245 100	205	5	120	338	40	298	7
2	BIAŁYSTOK	1	5 303 190	125	5	116	248	12	544	45
3	OLSZTYN	0	3 478 522	68	6	116	333	38	783	21
4	TORUŃ	1	8 171 094	149	6	89	252	18	337	19
5	BYDGOSZCZ	1	6 652 128	168	2	53	208	20	503	25
6	ZIELONA GÓRA	1	4 190 206	87	4	52	174	30	974	32
7	POZNAŃ	0	6 008 024	60	9	227	724	77	2687	35
8	GORZÓW	1	5 213 300	102	4	27	94	10	158	16
9	SZCZECIN	0	8 380 401	198	6	130	379	11	147	13
10	KIELCE	0	9 758 106	70	9	101	298	24	933	39
11	LUBLIN	0	6 541 014	126	9	222	602	31	920	30
12	RZESZÓW	1	5 370 844	120	4	159	701	9	201	22
13	ŁÓDŹ	1	4 195 577	125	5	177	565	9	540	60
14	KRAKÓW	0	6 226 912	168	6	186	763	32	860	27
15	OPOLE	0	4 604 382	42	6	71	322	32	550	17
16	KATOWICE	0	14 060 542	218	7	168	835	45	700	16
17	WROCŁAW	0	3 578 316	86	3	171	658	11	750	68
18	WARSZAWA	1	13 730 449	234	8	329	995	29	550	19
AVERAGE			6 928 228	131	5,8	140	472	27	691	
MEDIAN			6 117 468		6	125	359	27	550	
TOTAL		9	124 708 107			2514	8489			
Standard Deviation			3 136 394		2	74	262	17	565	

Explanations

no. of trainings per year – average in 2005-2007

no. of training participants per year – average sum of training participants in 2005-2007

ATTACHMENT 6. SELECTED INFORMATION ABOUT BOOK COLLECTIONS

No.	City	Combined with ML	Total books	Average budget 2006-2007	Local govt. subsidies 2006-2007	Audiovisual collections	% of total collection	Digitized collections	% of total collection
1	GDAŃSK	1	856 532	9 245 100	8 556 835	15 275	1,8%	162	0,0%
2	BIAŁYSTOK	1	901 532	5 303 190	4 945 000	18 628	2,1%	89	0,0%
3	OLSZTYN	0	315 438	3 478 522	2 841 232	29 192	9,3%	33	0,0%
4	TORUŃ	1	842 082	8 171 094	5 469 380	8 435	1,0%	562	0,1%
5	BYDGOSZCZ	1	1 127 950	6 652 128	6 195 430	13 447	1,2%	-	0,0%
6	ZIELONA GÓRA	1	459 927	4 190 206	3 412 380	14 156	3,1%	1 574	0,3%
7	POZNAŃ	0	81 244	6 008 024	5 369 650	920	1,1%	-	0,0%
8	GORZÓW	1	422 807	5 213 300	3 735 484	31 727	7,5%	423	0,1%
9	SZCZECIN	0	1 535 328	8 380 401	7 160 044	94 644	6,2%	120	0,0%
10	KIELCE	0	303 818	9 758 106	4 639 885	33 641	11,1%	78	0,0%
11	LUBLIN	0	240 257	6 541 014	5 555 500	7	0,0%	-	0,0%
12	RZESZÓW	1	137 907	5 370 844	4 535 339	20 976	15,2%	211	0,2%

13	ŁÓDŹ	1	720 272	4 195 577	3 915 000	15 501	2,2%	973	0,1%
14	KRAKÓW	0	487 467	6 226 912	5 194 051	43 805	9,0%	7 245	1,5%
15	OPOLE	0	252 780	4 604 382	4 138 600	47 008	18,6%	40	0,0%
16	KATOWICE	0	1 993 591	14 060 542	12 412 253	22 652	1,1%	4 779	0,2%
17	WROCŁAW	0	454 209	3 578 316	3 145 711	74 781	16,5%	-	0,0%
18	WARSZAWA	1	1 227 077	13 730 449	13 398 990	9 342	0,8%	319	0,0%
	AVERAGE		686 679	6 928 228	5 812 265	27 452	6,0%	923	0,1%
	MEDIAN		473 697	6 117 468	5 069 526	19 802	2,6%	141	0,02%
	TOTAL	9	12 360 218	124 708 107	104 620 764	494 137		16 608	

ATTACHMENT 7.   LIBRARY DIRECTOR INTERVIEW QUESTIONNAIRE

Library director interview scenario

Library	
Respondent's name	
Position	
E-mail, telephone	
Interviewer's name	
Interview date	

1. What is your general assessment of the institutional stability of the library and its development potential? What are the strengths of your library? Please substantiate.

2. Is the library sufficiently equipped with ICT (with regard to the tasks but also to European standards)? Is it fully computerized?

A library is fully computerized if a single library system manages all library processes: collecting, registering, preparing and providing access to collections.

3. What is your assessment of the situation of communal libraries in your province (considering their financial situation, degree of computerization and ICT penetration, status in the local community)?

4. What is the situation of communal libraries in your province compared to libraries in other provinces?

5. Does your library conduct regular studies of communal libraries and their needs? What studies are those? How often are they conducted?

6. What forms of support are <u>currently</u> most needed by communal libraries in your province?

7. To what degree does the provincial library satisfy these needs? How do you know that?

8. Can you identify any missing elements in the communal libraries support system (involving not only the provincial library but also the Ministry of Culture and National Heritage and local governments)? If so, what element is missing?

9. What kind of support will be crucial for communal libraries in your province within the next 3 to 4 years?

This question continues the topic of question six. It is designed to evaluate the possible changes (or permanence) in the scope of support required by communal libraries.

10. Is or will the provincial library be prepared professionally, financially and organizationally to provide such support in sufficient scale (within the provincial library's statutory activities)?

11. How do you think the cooperation between the provincial library and communal libraries will evolve over the next few years??

Timeframe: 2012

12. What initiatives and projects outside the basic activities of libraries (collecting, preparing and providing access to collections; acting as an information center; supporting public libraries) are pursued by the library? What achievements or successes can the library show in this field?

13. What sources of financing for the library's activities apart from local government subsidies would you consider particularly important? Is the library experienced in raising such funds? Is the library effective in this?

14. What institutions currently are / will be important partners for the library in its statutory activities? In what area of cooperation?

Question concerns both professional partners operating within the same or similar areas as well as institutions that finance libraries, academic centers and various local institutions.

15. Organizational and financial considerations aside, would the library (the instructional/methodological department) be interested in participating in the Library Program as a regional center for the support of libraries participating in the project?

☐　　　　Yes

☐　　　　No

☐　　　　I don't know

16. What would be required for the library to implement additional training and consultations for the needs of the program?

Additional tasks mean several additional training sessions per year and/or providing access to currently offered services to all communal libraries. This question is designed to help identify the type and scale of support required by the instructional/methodological department to fulfill additional functions as part of the Program.

16.1. In case of a resounding "no" - why are you not interested? What would need to change (within the program's concept, the library's potential, the functioning of the communal libraries) for your library to see the benefit of participating in the program and become interested in it?

17. General comments and opinions of the interviewer

ATTACHMENT 8. **TRAINING DEPARTMENT MANAGER INTERVIEW QUESTIONNAIRE**

Librarian training department manager interview scenario

Library	
Department name	
Respondent's name	
Position	
E-mail, telephone	
Interviewer's name	
Interview date	

1. How many communal libraries are covered by your department's support?

2. How many library units are those? How many of them are municipal libraries, and how many are rural?

   ☐ total units

   ☐ Municipal

   ☐ Rural

3. What forms of the following activities does your department pursue?

☐   Consultations and advice on location

☐   Consultations and a device in the field

☐   Organization of training and other forms of professional improvement for librarians

☐   Automation of library processes

☐   Development and publishing of educational materials and aids

☐   Readership promotion

☐   Readership studies

☐   Other studies

☐   Organization of other educational and cultural events

a.   At the library conducts other studies (apart from readership) – what kind of studies are those?

4. What are the statistics of training activities carried out by the provincial library over the last three years?

	2005	2006	2007
Number of training sessions			
Number of training participants			
Average training time (days)			
Number of consultations given			

If it is difficult to provide 2005 data, but 2008 data is available (estimated values), please present statistics for 2006-2008.

5. What are the topics of training?

Ask specifically if training is provided on topics other than specialist librarian training and training on computer / software use in the librarian's (e.g. working with children and adolescents, ICT for excluded groups, e-government, support for local organizations).

6. What is the professional scope of consultations and advisory services for communal library librarians? Is it similar to the scope of training ? Different? How different?

7. Who are the training participants? Who is the main target of the training? What part of training participants are communal librarians?

8. What type of trainers and consultants does the library use?

☐   external

☐   internal (library employees)

8.1. If the library users external trainers: how are external trainers recruited? What criteria need they meet?

9. How many persons are there in the training team?

10. How do you research the training / consultation needs of communal library librarians? How often? Who conducts these studies?

11. How do you promote the training/consultations? The whom and by which channels do you distribute information about training?

12. How do you evaluate the training and consultations? How often? Who evaluates?

Ask specifically about the entire training process - how are needs identified, how do they come up with the idea that a specific training is needed, who works on the curriculum, materials, how do they recruit participants, where are the trainings organized (are all on location?), are all trainings (or only some) evaluated?

13. What kind of resources and facilities does the library use when conducting training?

☐   own premises and equipment (*library is self-sufficient*)

☐   own and rented (or loaned free) premises and equipment

☐   mostly loaned / rented premises and equipment

13.1. How many own training rooms does the library have? How large are the rooms?

13.2. How are they equipped? What kind of equipment (what exactly and how many)?

13.3. What methodological (training) materials are used? Publications, training scripts, computer software, films, voice broadcasts? Other?

13.4. Does the library have its own developed training programs (programs that the library owns copyright to)? What programs are those?

14. Other resources of the department

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┌──────────────┐
│              │          number of employees in the department
└──────────────┘
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2006

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┌──────────────┐
│              │
└──────────────┘
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2007   annual budget in the last two years (2006,2007)

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┌──────────────┐
│              │
└──────────────┘
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15. How do you evaluate the department's relations with communal libraries? Are they sufficient ? Do you provide effective aid? How do you know that? How do communal libraries evaluate your work ?

16. Organizational and financial considerations aside, would you (as a department) be interested in participating in the Library Program as a regional center for the support of libraries participating in the project?

☐   Yes

☐   No

☐   I don't know

17. What would be required for your department to implement the additional training and consultations for the needs of the program?

Additional tasks mean several additional training sessions per year and/or providing access to currently offered services to all communal libraries. This question is designed to help identify the type and scale of support required by the instructional/methodological department to fulfill additional functions as part of the Program.

17.1. In case of a resounding "no" - why are you not interested? What would need to change (within the program's concept, the library's potential, the functioning of the communal libraries) for your library to see the benefit of participating in the program and become interested in it?

General comments and opinions of the interviewer

ATTACHMENT 9.   SURVEY: *KEY LIBRARY FACTS*

KEY LIBRARY FACTS

1. Address and contact details

Name of the library	
Address	
Telephone	
E-mail	
Website	
Library director (full name, e-mail, telephone)	

2. The library's organizational units

Please enter the number of individual organizational units within the library (departments, sections) in the appropriate box.

[   ]   lending libraries

[   ]   reading rooms

[   ]   information department

[   ]   other departments involved in the library's core activities

[   ]   other departments or units not involved in the library's core activities (e.g. European information centers, business information centers, galleries)

3. Book collection size

Please enter the number of units in the column on the right.

CATEGORY	NUMBER (as of the end of 2007)
total	
books	
magazines	
audiovisual collections	
digitized collections	
other special collections	

4. Library budget

Please enter the amounts obtained in the appropriate year from these sources:

SOURCE	2006	2007
provincial board subsidy		
municipal subsidy		
Ministry of Culture subsidy		
other subsidies		
own revenues (sale of services)		
total revenue		

Please list the main sources (names of institutions, programs) for the "other subsidies" category

1.

2.

3.

4.

5.

5. Number of employees (contract employees)

6. Key statistics on the library's core activities

CATEGORY	2006	2007
readership		
lendings		
visits		

7. Number of communal libraries under care and professional supervision

Including libraries in rural, rural/municipal communes and towns with up to 20,000 residents

Please mail the completed survey to biuro@lkkonsulting.pl. Thank you!