

17 Tips for Successful Advocacy

For this chapter, interviews were conducted with 19 advocates to draw similar conclusions from their and the author's personal experiences in advocating for libraries, and to develop insights and structures. These structures allow the following advice and tips for successful library advocacy to be developed, which includes advocacy for a specific project as well as ongoing and regular advocacy for a library. Some of their stories are integrated in different parts of this book and their specific quotes on advocacy are collected in the next chapter (see chapter 18). The following people were interviewed about advocacy (name, last position, former position):

Hans-Erich Au (Library Advocacy LBZ Rhineland-Palatinate),
Rashida Begum (Director Universiti Sains Malaysia PENANG; Librarian Association of Malaysia),
Carolina Botero Cabrera (Directora Karisma Foundation Colombia),
Thomas Bürger (SäBiG; Director General SLUB Dresden),
Andreas Degkwitz (Director Humboldt University Library; Director IKMZ Cottbus),
Tuula Haavisto (Director Helsinki City Library, Finnish Library Association),
Rolf Hapel (Washington University, Director PL Aarhus),
Eric Hattke (Managing Director SäBiG Dresden),
Li Donglai (Director Dongguan Public Library, China Library Association),
Elmar Mittler (President BDB, LIBER, Director SUL Göttingen, UL Heidelberg, SL Karlsruhe),
Jennefer Nicholson (Secretary General IFLA, ALIA),
Liv Sæteren (Director Oslo Public Library),
Barbara Schleihagen (Managing Director German Library Association; EBLIDA),
Bernd Schmid-Ruhe (hdm Stuttgart; Director PL Mannheim),
Gene Tan (NLB Singapore Chief Librarian / Chief Innovation Officer; President's Office),
Ellen R. Tise (Director Stellenbosch University Library; IFLA President 2009–2011),
Hannelore Vogt (Director PL Cologne; PL Würzburg),
Wu Jianzhong (Director University of Macao Library; Shanghai Library),
Stephen Wyber (IFLA Director Policy and Advocacy).

17.1 Analysing the Interests of the Policy-Maker

From an advocacy point of view, it is crucial to understand the political and social interests of the target group before talking about library issues. The first thing is to understand the library environment and who the actors and the decision-makers are. How do they work? If you are working in a political environment, it is important to know if there has been a recent policy on which the library can build its arguments. The library wants to bring to life the policy that the politicians have put forward, such as in Aarhus where the public library used a new policy on refugees and migrants to receive financial support from the city and the national government for reading clubs in different languages and other development measures. In this case, the goals of the policy match the goals of the library. Aligning the library's own ideas and goals with the city council's policies works; in this way, advocacy for library projects works very well (Hapel 2022).

Who can be contacted on this topic? This is the initial question for a brief environmental analysis. A solution will emerge from this analysis because it must be adapted to the circumstances. Which of the political decision-makers can identify their own interests or those of their party or interest group in the issue, and for what reason? What was their profession before entering politics? Who should be approached first and who should be kept in reserve in case the issue needs to be revisited? The first step is to talk to the relevant administration and its departments, who will either be supportive or reluctant, and in general will not be able to find a solution; this is where the advocacy plan begins. Even if the administration cannot solve the problem, they may know who is politically interested in the issue, while it also needs to be clear who the political decision-makers are. Sometimes it is necessary to consider different levels of decision-making and the influential people around them; is it the president of the university, the chancellor or the senate? Is it the mayor, a department head, or the members of parliament and their committees? When does a decision go back to the responsible administration? Are there higher-level committees involved that need to be considered? These questions point to the need to consider decision-making structures and responsibilities for library issues at an early stage. Some of these questions can be answered more quickly if the library network is already in place.

Who can work with whom is another question about the context of one's own advocacy work. In the German state of Rhineland-Palatinate, the Palatinate and the Rhineland have their own interests; when the Rhineland-Palatinate Library Centre (Landesbibliothekszenrum Rheinland-Pfalz, LBZ) makes a request to the state parliament for the Speyer library, it must assure the parliamentarian from Koblenz that everything is in working order in Koblenz (Au 2021). The same applies to the German regions of Baden and Württemberg and was cleverly used years ago to

build the Baden State Library in Karlsruhe. The Baden-Wuerttemberg parliament in the state capital of Stuttgart had considerable numbers advocating the project, illustrating how Karlsruhe is always disadvantaged and that a project is now being offered to compensate for this (Mittler 2021).

The people of Mannheim also have a strong sense of local patriotism that sets them apart from other cities of the same size in the region. Concepts that work there are not suitable for the library in Mannheim, illustrating how the advocacy concept and arguments must be coordinated and consider regional and local characteristics (Schmid-Ruhe 2021).

A thorough analysis of the library's environment and secure circle of supporters is a critical step. The library has many connections and must consider if and when these need to be involved; not everyone needs to be involved in all cases. Who should be involved in the project and which partners can support it? Are there any opponents and why? Can they be appeased? What compromises are possible? Does advocacy need to be publicly supported by all stakeholders or should the advocacy phase start in small steps? Who should be involved? When should the public and the press be involved: at the beginning of the advocacy process or only after a rejection as a kind of escalation? How can positive stories improve the mood for the library and its services in parallel with the pursuit of the issue? Advice from several interviewees details how to successfully complete such projects by starting with small activities and events, which the following example illustrates.

A report from Cologne (Vogt 2021) shows how, with good advocacy, a large programme can be financed in several steps, starting with a small personal initiative. It started with a widely advertised, self-organised small workshop on Scratch, the visual programming language for children and young people. To illustrate the high demand, a detailed report with pictures was given on how quickly the limited places were booked and how many people are on the waiting list, which illustrated the success and enthusiasm of the participants. It demonstrated to local decision-makers that if a proper STEM workshop and programme were funded for a whole holiday week, many more activities of this kind could be offered to satisfy the great interest of children and parents. This proposal could only be successful because it fit into the current context, where introducing girls to science in a more playful way and getting them excited about it was (and still is) a topic of public discussion. Science education is a particular concern of various parties in the Cologne city council; introducing girls to science and technology makes sense, and is not just a “makerspace” that means nothing at first glance. The activity was appropriately chosen to meet a current or long-term public interest and was worth advocating.

In Singapore 2022, the National Library Board had their regular meeting with the Minister which typically involved a presentation to the Minister, however,

after this meeting, there was also a discussion that evening. As the session they had with the minister was about the most successful companies in Silicon Valley, they took every lesson they could find from famous tech companies and combined these with library and archive services so as to present their vision. In addition, they had found during their advocating that politicians were far more interested in people like Elon Musk than in libraries, so integrating these stories from the tech companies helped to get the minister interested in staying longer with the National Library Board (Tan 2022).

In some cases, public and political interest can be aroused with patience and persistence. Hamburg's public libraries first developed the "Dialog in Deutsch" project with their own fundraising, a programme in which migrants practice conversation in German under supervision. The City of Hamburg was urgently looking for language programme projects for migrants. During the COVID-19 pandemic, the project continued online and, due to its success, is now funded by the city. Other projects are examples of how successful advocacy often means starting small and convincing politicians with patience and persistence. After moving into a beautiful new library building, the University Library of Göttingen in Germany kept the old library building, a former church, and held exhibitions and events there for years. All this was financed by a few sponsors and the great commitment of the library, until by chance the opportunity arose with a new politician who was interested in renovating the old church. In the end, the church became an exhibition hall of the university library (Mittler 2021).

It is the idea and the values behind a project that support the theme of advocacy; only then does the strategy for implementation follow, which requires some preparation and patience and persistence. There should be a realistic assessment of the starting point, whether the idea is relevant now or in the longer term.

17.2 Developing the Advocacy Theme

It is very rare to have to look for an advocacy issue in libraries. Most of the time there is a problem on the table that determines the issue, but for successful advocacy the focus should not be on the problem, but only on its solution. The question of what librarians want to do to solve the problem usually leads to different solutions; it is useful to spend enough time defining the solution and the related advocacy issue, thinking broadly and creatively about different solutions. It is also important to consider what future aspects information professionals can bring to the table.

For example, if the Central and Regional Library of Berlin, *Zentral- und Landesbibliothek Berlin (ZLB)*, has to unite two libraries from East and West, why not

ask for the whole *Schlossplatz*? In 1997 the city council was looking for a solution for the centre of Berlin, which was not a question of repeating over and over again what problems two buildings in two districts cause for a perfect library organisation. It is impossible to advocate successfully with problems, and it is much better to ask for a specific solution. If the advocacy issue comes from the library, then the library sets the issue, and a compelling solution, preferably something that shows progress towards a specific goal. The library will evolve with the solution to the problem through a library vision or strategy that provides a basis for strategic thinking and a solution which have already been discussed with staff and stakeholders or that have come up as additional ideas. However, the advocacy issue must not only fit the library and address the problem, but must also answer another important question: what does the policy need? Thinking further, can the solution to the library's problem also solve a political problem? This would be the ideal constellation for any library advocacy.

For Aarhus, the “newness” of the project was particularly important to the decision-makers, as politicians did not want to support something that already existed or more of the same. Look for what is actually ground-breaking or new for the advocacy project; having this kind of consistent narrative is important for advocacy (Hapel 2022). This can also be seen in many successful projects of the Dongguan Library, which was the first in China to have a 24-hour library and a book ATM (Li 2022).

However, not every demand needs to be supported by advocacy, and many problems can be solved in other ways. Targeted advocacy focuses on large and important issues or concerns that the relevant administration cannot help with, and it should be noted that advocacy generally is tedious and embedded in regular advocacy for the library. If the group starts from public libraries, then the issue of “the library as a third place” is a well-chosen advocacy issue, which the SÄBiG in Germany requires for the whole of the federal state of Saxony. SÄBiG has chosen this theme not only because it is trendy, but also because the situation in Saxony requires it; on the one hand, there is a minor crisis of democracy caused by the growth of right-wing radicalism in Saxony while on the other hand, there are strong urban-rural differences and development gaps in this federal state. This reinforces the need to educate people about democracy and fake news, which is also a natural role for libraries with free access to information. The idea is a programme for libraries that will help to transform them into a third place library, which will create an attractive community space with digital connectivity, discussions and activities for the development of rural areas. However, the concept of the library as a third place needs to be explained in the advocacy process (Hattke 2021).



Fig. 40: Library Third Place in Cologne Kalk. Living Room. Photo by Claudia Lux.

For libraries, this means opening up more to society, offering a new form of communication with library users and giving them the chance to participate in social processes. A library can be a democratic forum, using its media to support life-long learning and political education, as well as the creative activation of its users, with examples of successful implementation showing that such a third place can breathe life into small communities, with the library the only public and neutral meeting place; these are seen in library literature as well as on YouTube, from the library in Aarhus, Denmark, and smaller libraries in Germany, such as Brilon or the branch in Cologne-Kalk (see Figure 40), all of which show a wide spectrum. At the same time, you can explore the arguments used there and see if they can be adapted to your own situation. Inviting politicians and decision-makers to visit the library can make them aware of what the new idea is all about, with variation possible; if the theme of a full third place is too big, one aspect can be singled out, such as teaching science to young girls, or developing a more extensive STEM programme, and the transformation of the library space can start from this theme. The development of digital lending of eBooks in the library is also an ongoing process of advocacy.

For academic libraries, the transformation of the library space into learning commons is still an ongoing demand to support the new way of learning and discussion of university students. Like the third place concept for public libraries, academic libraries need more beautiful spaces that support learning. On the other hand, there are advocacy issues being brought to the attention of libraries, one of which is copyright, with all its facets. Libraries must act on this and cannot ignore it as it affects their core work; librarians and information professionals understand the obstacles they face when they cannot help their users access the media they need, which is the case with many eBooks that cannot be purchased by public libraries. Academic libraries cannot provide access and meaningful use of online material because of restrictions on resource sharing and digital copying, which is why it is so important for library associations to advocate for positive changes in copyright law for users. No library association in the world can fail to advocate for better copyright law and other legal issues that restrict libraries in the services they provide to their users.

Any advocacy topic must meet the current or future needs of library users, be relevant to the library's town, university or village, and fully explain all aspects. The arguments for a theme should be well thought out and not overly technocratic, with constant reminders of the values that libraries represent and how they support the claim (see chapter 3.4). Which values correspond to the issue chosen for advocacy? Is it the promotion of democracy, or the support of lifelong learning, or access to information as a basic human right? Once the values are clear, the narrow space of library advocacy opens and connects to the space of policy.

17.3 Making the Advocacy Goal Politically Viable

The advocacy goal of the library or library association must match the interests of current politics and its politicians, or offer a solution to a political problem, which can be seen very clearly in the outsourcing example described above. Elsewhere, in 1993, the chairperson of the ICT subcommittee of the Berlin House of Representatives had two problems: a Berlin administration that was terribly slow and hesitant to embrace new technology, and a fast-growing industry of IT companies that were finally expecting contracts from the public sector. He was handed a project on a silver platter that seemed to support his party's ideas about privatisation with the term "outsourcing", which was a similar story with the planning of the new building for the state library in Karlsruhe. However, after a failed referendum in 1970 on the separation of Baden from the German state of Baden-Wuerttemberg, the site reserved for a possible Baden state parliament di-

rectly opposite the library was without a concept. A compromise plan to build only underground stacks on this site offered a solution to the space problems of the state library and the unused site in the middle of the city; in this case, in addition to these functional elements, the identification with Baden was maintained for this location by the Baden State Library instead of a Baden State Parliament and today, the site is home to the completely new Baden State Library, which was eventually built in two phases (Mittler 2021). In 1997, the call to build the Berlin Central and State Library on the *Schlossplatz* in Berlin was a response to an ongoing discussion in the city at the time. It was a solution offered to politicians which at the same time drew attention to the difficult situation of the ZLB and the new requirements for a modern library building. Even though the *Schlossplatz* itself was not chosen as the site, the Berlin Senate decided to build the new ZLB, and the advocacy's goal to secure this decision was achieved. On the same level is the idea of the library friends' group SÄBiG, which takes up a central theme of the Saxon Prime Minister for more social cohesion in Saxony with the concept of democracy education by creating third places for libraries in small Saxon communities (Hattke 2021). It is not always possible to realise one's own advocacy with an offer to politicians, but doing so always attracts public attention because it fits into the context and provides an excellent basis for further action to achieve the desired goal in the long term.

Advocacy is about what the policy-makers are trying to achieve. These goals are either published in a strategy of the state, city, university or other entity of which the library is a part or are otherwise endorsed by the governing parties. By examining these goals to see if they can be reconciled with the necessary goals of library development and are not in conflict with human rights, the starting point for advocacy is found. Another tip from the interviewees in this context is never to go to politicians or administration with a problem without having a more or less elaborate solution at hand. The Berlin Senate Library's problem of not having an electronic library system and receiving no money for it was already known by the consultant in the Senate administration, but it was only when a surprising solution was presented that there was agreement and resistance, so advocacy could begin.

Political goals can be hidden in awards, which was the case when the Chinese city of Dongguan in Guangdong province invited applications for the "Dongguan Municipal Government Quality Award". Normally, such an award is aimed at businesses in the city. However, the Dongguan Public Library had introduced an excellent performance management model, and on this basis the library applied for the award in 2008; they wanted to promote the new image of the library, which since 2005 had installed a 24-hour service and some book ATMs with up to one thousand books that could be borrowed and returned with the machine in

different parts of the city. In applying for the award, the library wanted to demonstrate its value and mission to society and, choosing the vision “Knowledge benefits Dongguan”, they won. The library became the first public institution to win the award since its establishment, and the first public library in China to win any government quality award (Li 2022).

The first step towards successful advocacy is therefore always to check how the desired goal of the advocacy can be reconciled with the interests of the political decision-maker, the so-called matchmaking (Schmid-Ruhe 2021), namely, a look at the parties’ manifestos helps to find the right partner for the project (see chapter 12). All library advocates agree that politicians need to know what they will get in return if they support a library issue and help make it a success. Librarians and information professionals need to develop and tailor their offer with precision; in principle, advocacy is successful when the interests of the library and the policymaker overlap. On a small scale this can be the mayor’s visit to the children’s library, a concept that every public library has mastered. On a larger scale, it is more difficult to determine the extent to which recognition of a successful new community library, good publicity for the project and mention in the community annals can advance the careers of politicians and give meaning to their political work. One participant stressed the importance of demonstrating what a library can do on a small scale and then asking for a budget and advocating for support. In this way, the library has demonstrated its ability to deliver the plan on a small scale and thus its ability to do so on a larger scale (Tise 2022).

As several interviewees make clear, they do not see it as pandering to politicians, nor as prostitution of their ideas, a criticism that is sometimes levelled at successful advocates. A library is a successful institution that can make a good offer to a politician, a university president or an institute director. It is an opportunity to meet the decision-makers to support the library if their own interests coincide with those of the library, a congruence that needs to be considered when defining the advocacy issue. At government level, there may be coalition partners with different ideas and different actions. The opposition must not be forgotten either, because after the next election there may be new constellations, which can also apply to universities. The art of politics, for example, is to talk to one political party about political participation, diversity and an open, pluralistic society to support a migrant project, while talking to another party about migration and integration for the labour market (Hattke 2021). In order not to be mistaken for a political side, librarians must protect their professional ethics which form the basis for cooperation with politics and are based in all aspects on human rights (see chapter 4.3). Advocacy is not an end in itself; it is for the people who want to use the library and what it has to offer.

For example, the Cologne City Library reported that a new mobile library was initially rejected by the administration (Vogt 2021); the library was even asked whether it still needed a book bus when digital services were available, and there was thus no chance of successfully arguing the case for a bus in the administration. Such a discussion makes it clear that the goal of a new mobile library must be advocated for by politicians; therefore, the desire for a new bus had to be aroused among the councillors. Through long-term contact with the city council, positive news and pictures of children around the old mobile library were presented to all parties. Knowing that the governing parties were committed to sustainability, the next step was a green concept for Germany's first biogas-powered mobile library, and the library subsequently won a unanimous vote for a new mobile library (Vogt 2021). In this way, the library's concerns became the wishes of politicians, with such alignment with the current decision-makers the best path to success. When working with a commercial stakeholder, one advocate thinks it is better to listen patiently and then produce the idea. However, he says it is quite different with the administration and political decision-makers, who must be convinced for good results to come about (Wu 2022).

When it comes to library advocacy, there are also negative experiences with politicians who simply do not want to appreciate libraries because they have a different agenda. For example, the failure to take on board carefully developed library strategies is a negative attitude on the part of political decision-makers, which can be very depressing for the librarians concerned. It may be that the community representatives expect the library concept to mean that they will have to invest more in the library, meaning less money will be available for other projects. But again, the question is how to reconcile the library strategy with the interests of local politics, and sometimes it is simply a question of how succinctly it can be conveyed to political decision-makers that the concept supports their policy issues or plans. Another option is to become a regular guest at all city council meetings and listen carefully to the community's concerns and incorporate them into the library strategy. Visiting the council is also a good way to become better known and to keep talking to different decision-makers until they understand the library's solutions to local challenges.

17.4 No Advocacy Without a Network

It is clear from the interviews that there can be no advocacy without a well-developed and well-functioning library network. As indicated above, the network is the basis for ongoing advocacy, always and everywhere presenting the positive aspects of a library's services. A library director must actively work on this net-

work for the library. If the director is new to the position and has not worked in the city or university before, it is important to build a network immediately, which also has the advantage that one learns at the same time to understand the character of the municipality or the university and can adapt the requirements accordingly. The interviewees advised that the first step should be to personally visit the main administrative areas and other cultural institutions. In Karlsruhe, the visit of the director of the Baden State Library to the municipal library resulted in an exceptionally good long-term contact. As a result, the mayor's question to the director of the city library during the discussion about the new building (see chapter 17.3) was answered positively (Mittler 2021). These relationships within a community, a university, an institution or a country should not be underestimated; they play an important role in the recognition of the library. If these visits are not possible after a short time due to one's workload, meetings at exhibition openings, lectures and other social activities are possible to widen the network for the library. There should always be a genuine and sincere interest in meeting other people and getting to know their institution and their work, which makes it easier to assess whether others can be involved in a project or idea and whether they are suitable partners. The fact that there is still competition between areas within a municipality or institution for budgets and influence does not have to be a barrier to good cooperation.

The network in the different administrative departments, whether in the city or in a university, is the basis of all advocacy work. The Cologne Municipal Library specifically invites every new employee in the most important areas of public administration, such as human resources, finance and procurement, to visit the public library, with the administrative staff shown how the library works to understand what it really is and how it is managed, after which they have a face-to-face meeting with the head of administration and the director. The positive impression that can be conveyed by visiting a library cannot be achieved by even the most intensive telephone conversation, and it is not about pointing out all the problems on this first visit. The purpose of this first visit is to make a positive contact and to show the possibilities and opportunities that the library, its services and the associated values offer to the people of the city (Vogt 2021). This is to establish a friendly understanding of the library and to show respect for the person in charge, which can be done in the same way for any academic library or special library, because when administrators see with their own eyes how intensively the library is used by students, or how specific questions are answered by the library, they remember this the next time they meet in the office or on the phone, which influences every decision.

In addition to the network in the administration, political decision-makers are an alternative for a public or academic library if a project cannot be imple-

mented via the administration, with support for a project coming from the political decision of elected representatives or an elected body. The only way to keep this network active is through frequent face-to-face meetings and telephone calls, up-to-date information and annual reports, as well as beautiful pictures of library activities and invitations to special events. After new elections, the network then needs to be updated and expanded immediately, with this long-term, ongoing contact with political decision-makers creating a network of trust in the library's competence. New projects can then be approached to committees and individuals on a basis of trust. If rejection or ignorance is encountered, this should not lead to a cessation of service to the network, as attitudes can be corrected in the long term.

The library's network in the city's society does not follow a uniform pattern. In some cities, opera, theatre or exhibition openings are traditional meeting places where librarians can meet political representatives and partners and get the latest information. In other places, there are clubs of all kinds, from sports clubs to Rotary. For them, a visit to the library can be a special occasion and a way to build trust and understanding of the library. But the population structure is changing, and traditional networks are not as important everywhere as they used to be. In Cottbus, the Technical University's Information, Communication and Media Centre (IKMZ) has used its attractive building for events with the city's community, building good relations with the mayor and the city's businesses (Degkwitz 2021). Municipalities are changing and a city like Mannheim can create a scene that forms new networks that are just as important for the library as the traditional structures (Schmid-Ruhe 2021). These can also have an impact on the city council because they have stakeholders behind them that are different from the previous ones and provide new input. For example, a city with a high proportion of migrants has its own cultural scene, even more exciting than the local theatre, for whom the library offers an incredible opportunity to develop (Schmid-Ruhe 2021). The examples from a museum in Santa Cruz show how a large group of people who had not previously received special attention from the museum created a new network for the museum (Simon 2016).

Friends of libraries form a valuable network for libraries, providing financial and voluntary support and increasingly seeing their role as advocacy partners (see chapter 14). It is essential to develop good coordination between the library management and the friends of the library to avoid irritating political decision-makers. To this end, the aims of the library must be well communicated. For example, the chair of the Friends of the Library in Mannheim, a former teacher in German literature, supports the new library in a city characterised by migration because he values literacy and sees opportunities for young people whose families do not speak German (Schmid-Ruhe 2021).

Another supportive library group that should not be underestimated is the network developed by library staff. Their identification with the institution is the backbone of many advocacy projects, and a lot of internal communication is needed to ensure that library staff understand the advocacy issues and support them in the right direction. For example, the director general of the ZLB asked her staff council to refrain from making negative public statements if they heard that a new building on the *Schlossplatz* was being demanded, because a new building, which would unite the two parts of the library in the east and west, would first have to create a positive public opinion. The staff council agreed and continued to be supportive in the period that followed, even though it was internally critical of the project. The network that exists in the library itself can only provide positive support if the staff identify with their work, which fortunately many people in the library profession do.

Another network that is often overlooked is the network of customers, users, guests or patrons, including those who have engaged with the library digitally as a result of the COVID-19 pandemic. With social media there are many more contacts and responses than ever before. In some universities there have been library-related student actions, and the involvement of users in the planning of a new building, as at the ZLB in Berlin, is a step in the right direction. In the future, networking with users will become even more important and form the basis of a participatory library (Simon 2016). This is a format in which not only librarians but also users determine and organise activities and, above all, express what a library should look like so that they can learn and interact better in the future. Several public libraries in the Nordic countries are implementing such concepts of participation, and we are already seeing this development in academic libraries and special libraries (ZBW 2021). It is hoped that this network of participatory users will continue to grow and have an advocacy and support function in the future.

A library's network also includes the library's suppliers, booksellers, publishers, couriers and many others who are part of a network that supports the library's image, with some of them possibly willing and able to take action to support the library. The basis of this network is a respectful cooperation for the development of the library. Sometimes they are prepared to take strong action, as happened in Berlin in the late 1990s when the local booksellers, who were represented on the advisory board of the ZLB, found out about the plans for a very reduced acquisitions budget for the next year. They immediately complained to the Senate and, in a meeting with politicians, made it clear that they would be threatened with insolvency if this plan were to be implemented; as a result, the government stopped cutting the library's budget. In this way, a network of fair

cooperation with businesses can be established and another area of support for the library can be created.

Library sponsors form their own network, with the library having direct and well-maintained contacts with individual sponsors to obtain support for specific programmes. The self-interest of sponsors plays an important role in finding the right sponsor for a project. Like politicians, every foundation, every company that is considered a sponsor has a philosophy, a funding guideline that defines what exactly can be supported by this organisation; in this respect, the process of funding projects is very similar to that of normal advocacy, with part of the librarian's role to liaise with sponsors to maintain the network of supporters. Libraries offer their trustworthy image to sponsors, but is not always possible to keep sponsors for the library, as priorities can change with a change in the board of a company, and new sponsors must be found to keep the network growing. Sometimes a search is made for large and powerful sponsors who have additional importance in the city, who often have strong ties to the city government because of their social commitment. Many smaller sponsors are more time-consuming to cultivate, but they form a larger network and thus have their own impact on the community around the library. Every contact with a sponsor is an intense conversation about the library, its potential and its impact on society which is also why networking is so important, because even if there is no concrete support from the contacts, the effect and trust that the librarian builds up in the conversation is part of the image cultivation for the library. In the end, the library's advocacy work will pay off.

Networking with press, radio and television journalists and social media is a particular challenge. Enough has been published on public relations for libraries, and there are several general and some extremely specific works on the subject that teach the methods. However, this is not the focus here; we are talking about the whole network of the press, which is used here as a generic term for all areas, and which is specifically linked to the library's advocacy work which needs to be maintained and regularly supplied with good and exciting news about the library. In 1616, King James I of England said, "No news is better than evil news", which today it is more often quoted as "no news is good news", but it seems that bad news is good news for the press as it attracts more readers or viewers. It is not always easy to get library successes reported in the media; this only happens when there is a particularly good network with the press. Press coverage still has a big influence on politics, because if politicians want to be associated with a library project, they need good press. The advocacy of the building plans in Mannheim and Heidelberg are just two of many examples of the connection between the press and the success of advocacy for libraries (see chapter 17.19). The press network needs to be built up over the long term, very openly and with excellent

commitment from the library's key representatives, to create a resilient basis of trust; the key journalists or editors are needed when it comes to very topical issues, even against some political influence. Social networks can help to reinforce the positive image of the library and can explain the library's concerns to its users and thus support targeted advocacy.

Speaking of networks, the question arises whether it is a good decision for library directors or management to be part of a political party network, which in many cases depends on the political situation in the country. For European democracies the experience in Denmark shows that it is not as good a decision to become a member of a political party as it was 40 years ago, or it is not as good to be too open about it and to be politically active in that party. It is no longer a good policy to be very open about your political views, because every four years after an election there might be a new political coalition and a new supervisor for the library management to work with. A library director does not want to be associated too closely with one party (Hapel 2022), as this could affect the chances for the library budget and the development of the library. However, in some countries, for example in Latin America, the position of national librarian is a political position and changes every time a new national government is elected; it is hoped that the position of deputy director will be a longer-term professional position. In some non-democratic countries, library director positions require membership of the governing party, hopefully together with professional training, or sometimes a ruling party member is part of the library management.

Library networks can be built in many ways, but without them sustained advocacy will rarely be successful. In a network, librarians learn a lot about responsibilities, vested interests and who is related to whom, which helps to avoid finding a partner who has longstanding problems with the decision-maker the library is trying to win over. The diversity of a library described above has made it clear that the library institution has something to contribute to any network; if the library's networks are in place and well developed, then the case-based advocacy, advocacy issue or advocacy project is much easier to implement. In the future, old networks will change and networks with users will emerge, which will hopefully further strengthen library advocacy.

17.5 Partnerships for Libraries

There are many advantages to having partners to support library advocacy. As a library is embedded in different networks, partnerships can be formed that define further cooperation, usually sealed by a contract. A library that has a library policy or strategy can see more clearly whether or not the partnerships support

the library's goals, however, there is no need to be slavishly attached to the concept if the library can help other institutions and organisations as a partner in a project without too much effort. Sometimes the opportunity also arises to help others; in 1999, the ZLB was able to support the launch of "lyrikline", a digital poetry project run by the *Literaturwerkstatt Berlin*, by providing digital technical equipment and support, with this partnership giving the ZLB a positive, modern image. As one experienced library director put it: "Create moments and always remember that you have to do something for others in order to do something good for yourself" (Mittler 2021). One of these events brought him the solution to his advocacy goal, which had initially been unsuccessful for years. Despite his heavy workload, he was kind enough to give a speech about the library at an awards ceremony, in his spare time of course, and just out of kindness to his partner, where he met the future Minister of Science, who was so impressed by the speech that he contacted him on the spot and later supported this initially hopeless project; without the willingness to support his partner, the meeting would not have taken place and the project of the new exhibition place would not have been realised (Mittler 2021). Library partners are simply unbelievably valuable, and library management must look after them, even if it does not always pay off. Every library needs partners, and they are most likely to come from offering support and help according to the librarians' abilities.

The official partnership between the school and the public library in many countries is certainly a special focus that can also be used to support advocacy issues in the field of education. However, an agreement on paper is not enough; it needs to be filled with relationships with schools. Good cooperation with specific teachers is particularly useful if the children's librarians have also developed a good and stable relationship with the school management; schools can be very supportive of the library's advocacy work through their involvement in the community. Another partner is always the library association, so membership has many advantages, which is also especially important for the association, both for the general advocacy work for libraries and for the small-scale advocacy work on the ground, evident with it being added to the eBook issue during the COVID-19 pandemic. Today, library associations involve their members in advocacy activities, such as in the USA or Germany, asking their members to contact their political representatives. As there are libraries in almost every city, many parliamentarians can be contacted directly by the library director or local members of the library association. Even if only some of the thousands of association members take action, there will be a broad advocacy front for libraries. In Germany, members are involved with prepared arguments for a change in the law on eBooks in libraries and a targeted discussion with the members of parliament in their constituency who will be listening to people in the field, not just the top representatives of the German Li-

library Association: “You have to make it very clear and plausible to every MP in simple terms what a change in the law means and what it means not to have it” (Schleihagen 2021). These MPs are embedded in the politics of their constituency and can facilitate further partnerships for libraries.

In this way, libraries can use library associations to make direct contact with their local MPs when they have a serious concern, which can be of great benefit to both public and university libraries. As a member of the library association, and even more so as a volunteer and officer, access to politicians is easy because you represent a group, and your own administration cannot stop you. Can members of parliament also become partners? One advocate, who has been advocating for years, wonders why small and even voluntary libraries do not contact the mayor and local councillors and miss the chance to book an appointment with their MP. From his many years of experience as an advocate, he knows that MPs always make it possible to meet citizens, their constituents, and sometimes blockades in one’s own administration can be overcome in this way (Au 2021).

How can regional parliamentarians become partners with libraries? Through the same method. For example, if all the public libraries in the German state of Lower Saxony that have developed their library strategy and have not been able to present or discuss it in their local council form a partnership, then perhaps something could be achieved. At the same time, librarians can visit their members of the state parliament and put on the agenda the problem that their library strategy, which they have developed with so much energy and with the support of state funds, is not being considered, not because they want to complain, but because they are sure that their communities will miss an opportunity for development if they do not address library policies. Another library advocate points out that parliamentarians are ordinary people who enjoy dialogue with their constituents; all librarians and information professionals should remember this and not hesitate to approach MPs and elected members of government to voice their concerns (Hattke 2021).

In advocacy, it is often necessary to articulate common interests with partners. Unity and a unified front are essential for libraries to be effective advocates. Partnerships can be particularly helpful in advocacy when policymakers want to know if there might be opposition from these partners when the library issue is raised. How to deal with this is shown in the description of the advocacy activities of libraries in the cultural commission and the steps organised there (see chapter 9.2). It is clear that if there is no common agreement, one can hope that at least no opposing opinions will be expressed. In this way, decision-makers, who always want to work towards a balance of interests, can add their voice to the demands of libraries, while politicians can also encourage different partners to work together. Something similar was reported from the round table with the German

Alliance for the Preservation of Written Cultural Assets when it came to setting up the KEK and the Minister of State involved the *Länder* and local authorities in the concept (Bürger 2021).

Without unity among partners, there is no solution for advocacy. The German Library Association had to recognise that the Sunday opening of public libraries, which it has been demanding since 2007, is still opposed within the various library associations and is still opposed by some political parties. More internal persuasion is therefore needed, as well as discussions with the trade union. Apart from outright rejection, there is a chance of compromise if Sunday opening of public libraries is linked to certain conditions, which could lead to a common position on the issue, supported by all political decision-makers.

Partnership is based on mutual trust, and it is important that one's own institution always behaves as a fair partner to maintain a positive image for future partnerships. As described in other parts of this work, libraries also have partners who sometimes become adversaries. One example is the publisher, with whom the German Library Association is working positively at federal level to achieve a reduction in VAT on eBooks. However, the German Publishers and Booksellers Association has quite different interests when it comes to ensuring that all eBooks can be borrowed from libraries, which is also part of the advocacy work, which sometimes involves working with partners, even if the library has clearly opposed positions at other subjects. There is an art to using such temporary partnerships in the university or in the municipality to the library's advantage, but it is different when trusted partners in an advocacy project suddenly become adversaries because they have their own agenda in the partnership. If they succeed, there is only one piece of advice: the librarian must act quickly to find a compromise that still includes the library. If the partners do not express their own interests to the library, and the librarians have not assessed them correctly, the result may be negative. The better the network, the better one can assess the different interests in advance, talk openly to the partner or take targeted countermeasures and withdraw from the partnership. Again, experience comes from practice.

17.6 Ignore Opponents, Envious People and Competitors!

Everyone who is successful also has enemies and people who are jealous – that is the common saying, or something like it, and it also applies to successful library advocacy. When asked how to deal with those opposed to your project in advocacy, the interviewees' answer was clear: ignore them! Of course, it is better if librarians and information professionals recognise opponents or competitors in time and

learn to assess them. Most of the time such opposition is not openly articulated; it is reported to the library through various channels or recognised by behaviour. As reported from the projects, all advocates encountered opponents at different stages of their advocacy project, which included jealous people from the library sector who do not want to support the cause and are happy to see a colleague's project fail, while there may also be vested interests behind proposing a different economic solution or relationship. It may also simply be a matter of good arguments from the other side to which one does not initially know the answers. Counterarguments should always be subjected to a brief analysis to sharpen the library's arguments. Otherwise, the advice is again to ignore!

In Aarhus, the competition for the budget of the new main library came from the education sector, as the schools asked for a lot of money. Elsewhere, in Norway, a wave of literature houses developed and became institutions in Norwegian cities and later in some Danish places, with these competitive institutions able to exist because libraries were not good at making programmes. In Aarhus, the library was regularly active in literature programmes and events because the library is a literature house and much more than that. There is competition, but when it really comes to the library, the library has not been inviting, open and innovative enough (Hapel 2022).

There is also resistance to libraries' attempts to make copyright fairer in each country which, in some cases, this cannot be ignored. The German Library Association publicly rejects the misrepresentation of the copyright debate, especially when it is accused of making completely false statements; it relies on a network to inform it of such false claims about the libraries' position, especially when these false claims are not publicly disseminated. While direct attacks are generally ignored, false claims about the libraries' position are flatly denied in a press release, which is also sent directly to the relevant stakeholders (dbv 2021a). Sometimes this must be done – but only in rare cases. Otherwise, the advice from all interviewees is to ignore attacks or expressions of envy and under no circumstances engage in a direct debate about them, which would waste time and be unproductive for proper library advocacy. Several interviewees talked about the envy of other libraries or cultural institutions and how it worked specifically against their own plans. The library must ignore what it is told, which is guaranteed to happen at some point; being successful in advocacy is an acceptable side effect. Librarians often regret the weakness of libraries: they quickly sink into competition and thus do not successfully use the balance between competition and cooperation (Lux 2007).

17.7 Expertise

Librarians and information professionals involved in direct advocacy need good professional skills, a requirement mentioned by several interviewees. A good education is the basis for this, on which further expertise is acquired later, including on the library policy issues to be discussed. The current training of librarians provides the necessary knowledge to make professional decisions for libraries, while national and international library journals support the updating of the acquired knowledge and help to find substantial arguments for the development of libraries. Elsewhere, excellent information and policy papers from national and international library associations help to bring every librarian and information professional up to date and to understand the issues discussed in copyright and digitisation. It may be that in the future, and this will soon be the case with artificial intelligence, it will be a little more difficult to understand all the technical subtleties, but every librarian and information professional can understand their impact on people and the role of libraries. Librarians and information professionals can advocate based on their expertise and professional ethics and there is a clear need for training. This is also an important advocacy issue for library associations, to create training opportunities for librarians in the coming years so that everyone, not just the newly trained, can actively shape the digital changes.

Library associations are increasingly involved in professional advocacy for libraries. There is a great opportunity for all librarians and information professionals to get more involved and support these activities, but not always enough time to read all the technical papers. However, the associations can help for the specific situation, simplified explanations and speaking notes, so that every librarian can go into an advocacy discussion with their member of parliament without much preparation and effort (Schleihagen 2021).

For advocacy it is particularly important to consider how the library is seen and the reputation of the library. It is not enough to be well liked, so the first thing to do is to run a really good library, steady, firm and dynamic. Most of the time it is not successful to present disasters that could be a problem; while there are exceptions, because sometimes politicians want to save an institution and throw money at it, but when the project is really big and the library has done well the politicians will trust that it will be able to make the big investment a success (Hapel 2022).

Librarians need to be very competent in their field if they want to build good political relationships for advocacy. But competence can also be shown by trying something completely new and succeeding. When Helsinki City Library heard in the nineties that some American libraries planned the Internet, they decided to have it in their library and succeeded in installing it. Helsinki City Library was

the second public library in the world to have the Internet and in Finland it was seen as a pioneer in using the Internet for some useful purposes, a role model in moving it from entertainment and technology to something bigger, with this pioneering status giving the library a forum in the press. Instead of having discussions like “the internet will kill libraries”, the project showed its importance and placed focus on the public library space. People began to see that there was more to the library than just lending books (Haavisto 2022).

17.8 Developing Clear Arguments for the Advocacy Project

According to most respondents, up to a third of successful advocacy depends on good arguments. However, one participant said that this could vary from country to country or even from case to case. While in Finland the weight of arguments is almost up to 50%, she heard from a colleague in Belgium that in his country intelligent arguments are not as valuable as emotional and personal reasons (Haavisto 2022). This is a remarkably interesting observation and shows why it is so important to know one’s own political culture very well. In general, one could say that a perfect mix of all elements should be successful for each individual case.

If a library wants to achieve something, it needs to make a convincing political case. But what is convincing? What are the arguments that will win over decision-makers? A basic collection of arguments for the tasks and work of libraries can be found in the brochure “21 good reasons for good libraries” (BID 2009). Even though the brochure is slightly outdated, it presents what libraries do in a relaxed but very easy-to-understand way, with formulations that can be used for short statements to politicians and other decision-makers, which is particularly useful when politicians have no idea of what modern libraries do. At the end of the booklet there are some aspects relevant to advocacy: why libraries are important partners in the education network and why libraries need interested politicians, with the brochure trying to convince them that “the library is a location factor” (BID 2009). There is a need for a citizen and science friendly copyright law and the maintenance of specialised departments for better standards in public libraries, with the arguments useful for many countries, not just Germany, where most of the practical examples come from. All these demands have not changed much and are still relevant for library advocacy.

In fact, these materials alone are no longer sufficient to make the case. Especially for the digital changes in public and academic libraries, new arguments must be found which, as explained above, are linked to the interests of the decision-makers, with it important to address the goals of the politicians themselves. The majority of respondents give all arguments an important role in advocacy, with

one advocate using some standard arguments for the *Landesbibliothekszentrum* in Rhineland-Palatinate when talking to politicians, such as “The LBZ is the backbone of the libraries in Rhineland-Palatinate”, “We are the bearers of knowledge”, “We fight against fake news”, “We are present on the web”, “We offer further education and training” and “We encourage reading”. New additions include: “We are drivers of digitisation because we promote digital projects”, while he also added regional arguments, emphasising the need to be flexible with this approach (Au 2021).

In this way you can build up a portfolio and occasionally try out which arguments work best for whom, with the most successful arguments those tailored for policymakers whose interests and areas of activity are known. For libraries, the most valid arguments are those that show their benefits to society and their values. Whatever is asked of them, librarians can make it clear that they do not want their cause for themselves, not for their own interests, but for the education of people and for society. This is what distinguishes library advocacy from economic lobbying.

17.9 Practice all Successful Arguments

A common method for presenting arguments in a clear, targeted and successful way is to practice an elevator speech or elevator pitch. This tried and tested seminar method is based on the idea that you are in the same lift as the mayor of the city, the president of the university or the director of the institute; this may not be as relevant in smaller institutions where one may see their managers more often. You have a time limit of 1–2 minutes to make the most important request so that the person responds in some way. The aim is to get a chance for a face-to-face meeting where you can present the whole issue of the library while there is no time to describe the problem; the focus is not on the problem, but on the solution. The librarian must think about the arguments to present the solution to the important problem. Is there a particular interest of the person that can be used as a starting point? How can you start the conversation with a friendly, non-intrusive greeting and get straight to the point? Which two short sentences with some content are essential to say? How do you say goodbye and keep the possibility of a follow-up conversation? Is it possible to leave a lasting impression? These questions are used for structuring, because in principle the advocate knows the arguments. But this is not enough, because an elevator speech must be practised repeatedly, which is the real secret of its success; the more you practise, the clearer the focus, the more understandable the cause and the friendlier and more committed the delivery. In 2013 the Association for Library Collections & Technical Services (ALCTS) provides some examples of elevator speeches that promote

their part of the profession. However, an elevator pitch should not sound memorised, it should sound natural, with the most important thing to always deliver it in your own way and remain authentic (More about an elevator speech see ALA 2024). While there are always many difficulties in the library, it is not recommended to start with the difficulties the library has. Some people say that if you start with difficulties, you will not achieve anything (Tise 2022).

When advocating for libraries, it is important to repeat the arguments. The Finnish Reading Association is an expert in repetition, as their campaigns always run for three years, and they repeat with many variations, with different infographics, while the final repeated message is: if you want your children to be successful, read to them. In Finland everyone knows these repeated messages that you must be literate to achieve anything. Libraries must learn from this and repeat their arguments for advocacy, as the librarians did for the Oodi library (Haavisto 2022).

17.10 Statistics and Impact Measures Support the Advocacy Arguments

Statistics about the library and comparable libraries are another valuable tool for advocacy and for achieving the advocacy goal. The IFLA Manifesto of Public Libraries states: “Ongoing research should focus on evaluating library impact and collecting data, to demonstrate the societal benefit of libraries to policy makers. Statistical data should be collected long-term, as the benefits of libraries within society are often seen in subsequent generations” (IFLA 2022b).

It is extremely helpful to have current library statistics to hand when responding to enquiries. Showing the library’s achievements through statistical comparisons gives confidence that the future project will be successful. It is best to focus on data about library use in all its facets. The purpose of a library is to serve people, and this should be presented as clearly as possible, preferably with compelling examples. The statistically proven fact that more people visit public libraries in Germany than watch football in the stadiums on a weekend is a remarkably successful one; even politicians use the comparison between libraries and football matches in their speeches because it is so memorable and, of course, conveys a certain cultural understanding. With a little skill, libraries can develop additional local comparisons that are equally striking and therefore easy to remember. The usefulness of statistics in advocacy is often underestimated; arguments can be well supported by clear data and positive statistics. As a result, several libraries in different countries were able to obtain additional funding for online lending due to the increase in digital lending during the COVID-19 pandemic.

Library value calculators are available online. They explain the calculations for individual library services and determine how much a visit to the library is worth in monetary terms. There is a calculator for public libraries (I love libraries 2022) and a shorter version in German, some of which can also be used for academic and special libraries (<https://bibliotheksportal.de/bibliothekswertrechner/>). This may come as a surprise to administrators and policymakers, but the value of the library as a place of learning is much more than that. It is not enough to advocate, hoping that good statistics alone will have an impact. More important are the solutions and the values that are conveyed with the arguments. Data need to be explained to policymaker; for example, very poor statistical data from the library may show that there is a deficiency that can only be remedied by the planned project. Public libraries that did not perform well compared to other libraries were in this way able to get funding from their municipality to improve their acquisition budget and library design. It is typical to win over decision-makers for the construction or extension of a library, as a new building always brings an increase in users.

To be successful in advocacy, it is often important to provide evidence and data about how the library is used, how much of a service the library provides, what the impact is and what the value is, which was seen when the web administration wanted to move the University Library from the Stellenbosch University website to a place where nobody could see it. The library director immediately protested, using statistics to show how many people came to the library's website every day, and why this also meant traffic and value for the Stellenbosch University website. The library director explained what the library did, what the services were, what the impact was, and why it was so important to keep the library on the university website. This advocacy was successful (Tise 2022).

Another way of providing evidence is to involve the people who will benefit from what the library wants to do, with the patrons supporting the library's arguments in front of stakeholders in the community or institution. Library advocacy, and especially funding applications, should be supported by surveys, focus group discussions or other elements of user group input; such consultation with user groups will strengthen the case for advocacy (Tise 2022). This role of user participation was also an important reason for the success of the new Aarhus Public Library; people were activated very early on to contribute their ideas for a new library, and this was incorporated into the building programme and the architects' plans (Hapel 2022).

But even a statistically proven success can have its downsides. There are city councillors whose public library has repeatedly been in the top three in the library rankings, who want to use this result as an opportunity to make cuts, based on their assertion that the library does not always have to be at the top, and that

a middle place would be fine if it were cheaper. Similarly, there are cities that want to deduct the prize money for their library's Library of the Year award from the overall budget. From a treasurer's point of view, such attacks on the library's budget are understandable, especially when the city's coffers are empty, but it is completely uncivilised to disregard efforts that produce exceptionally good results. Therefore, such approaches are clearly denounced and loudly rejected. A library must not be punished for its success; arguments and strong advocacy must ensure this.

17.11 Enrich Arguments with Success Stories and Images

In addition to the arguments presented, the interviewees believe that clarity is important to validate the arguments so that they remain in the other person's mind. Practical examples and memorable images say more to politicians than paper proposals, such as when a library director brought a music score manuscript that crumbled on the carpet in the Federal Chancellery when the Minister of State tried to look at it, with this haptic encounter immediately becoming a clear argument for the preservation of the written cultural heritage (Bürger 2021). Elsewhere, a library director told her political decision-maker a story about the cooperation with the Cologne waste disposal companies; the 100 refuse lorries collected Cologne's organic waste, from which biogas was produced, which was used to fuel the 100 refuse lorries and a future biogas-powered bookmobile. This bookmobile thus became part of the good cause of "organic waste" and the library director received unanimous approval for her new bookmobile, for which the administration could not provide any funds (Vogt 2021).

An example from the ZLB also shows the effectiveness of direct observation. When the State Secretary for Culture wanted to visit the library with a colleague in 2008, the Director General specifically asked him to arrive exactly 15 minutes before the library opened. He and his guest were then ushered through the staff entrance into the open area of the AGB and asked to wait with a view of the main entrance. He soon asked what kind of group was standing at the entrance, and was surprised to see so many library users waiting outside the library for it to open. When it did open, young adults literally rushed into the library and ran past him. Astonished, he asked what they were doing in such a hurry. The director general explained that they wanted to use the computer services offered by the youth library and that there were not enough places. In the years that followed, he spoke several times about this event, which impressed him so much, even though it was part of the library's daily routine. The State Secretary of Culture would not have experienced it so intensely if he had arrived after the doors

had been opened. So, it is important to create these moments. The new images that the library has to offer must be repeatedly anchored in the minds of administrators and politicians; in this way, convincing images, better than any arguments, should support the goals of a cause so intense that it “touches the soul” (Bürger 2021).

All of this is about stories written by people, by library users. What motivates them to use the library? What are their experiences and how have other libraries achieved great success through political support? What are their stories? Good guidance on how to do this can be found in storytelling. The examples from the Library Map of the World (<https://librarymap.ifla.org/stories>) are intended to strengthen the case for sustainability in libraries in this way. Bringing dry arguments to life and building an emotional connection with the contact person is key in advocacy. This also applies to advocacy talks, where examples and stories can be used to persuade decision-makers.

17.12 The Advocacy Talk

Never complain is the most important motto for every conversation in library advocacy and a clear statement of all interviewees. Complaining is completely counterproductive at the moment when the conversation starts with a solution; it is about commitment to the successful implementation of the solution. In this respect, the attitude of complaining is not appropriate and should not be displayed anywhere else. Advocacy for libraries is an activation programme for specific goals, and advocating a politician requires significant preparation. The librarian prepares the meeting in such a way as to be able to answer specific questions, and it is always good to have some effective statistics at hand and to be able to present them in a clear way. Often there are preliminary discussions with the secretary or an assistant before the politician arrives and the meeting starts. In this situation it is important to explain very precisely and emotionally why a face-to-face meeting is necessary, without putting all the arguments on the table, and the library's political values can sometimes be used for this entry into the advocacy issue to get the meeting. However, the values also need to be tailored to the political aspects of the politician.

Clear, descriptive requests with good examples are needed in discussions with policymakers. It goes without saying that library terms should be paraphrased as far as possible or that the meaning of the term should be explained. This is why vivid stories are so important. Media and information literacy is a concept everyone is aware of these days, but not everyone knows exactly what it

is and why it is such an important key skill. The full scope of this key skill, which enables people to meet their information needs appropriately, independently and critically, should be presented as clearly as possible, without library jargon.

It is also a good idea to have a short paper and possibly a longer version on the subject of the request. A wise judgement must be made as to when such a written statement should be given, usually at the end of the meeting. This is because at the beginning of the conversation, the focus is on building a personal relationship with the other person and not really on the arguments. To do this, it is especially useful to look at the CV of the person you are meeting, as you can find points of contact without getting too personal. Unless, of course, the library is in a small town, where everyone knows everyone else anyway, and friendly and positive chats about others are part of the deal. What are their interests? Is it possible to talk about library services that meet those interests without a direct invitation to visit? The advocate lives with great empathy when it comes to convincing political decision-makers of a project.

Often, but not always, an advocacy meeting takes place in private. In principle, the development of a long-term relationship can develop more in a one-to-one meeting than when other people are present. However, it is increasingly common for only an assistant to be present to take notes, or for a conversation to take place between two people from the association or library. Such meetings may be a visit to several committee members or a meeting with the group as a whole, which should be planned even better than individual visits. There is no room for manoeuvre between the people on the library's side of the argument, and there must be total consistency in the arguments. In this way it is possible to convey the feeling that everyone is on the same side and wants to tackle the project together, or that the change in the law is urgent and necessary. Very precise agreements, clearly prepared arguments and, as far as possible, no corrections to the statements made by a partner during the discussion are absolutely necessary to deepen the impression of unity.

Increasingly, advocacy meetings are held online or over the phone. Usually, but not always, it is necessary to know the other person well from committees or to meet them in person from time to time at official events. The phone connection is the quickest and easiest way to communicate, especially with library or university committees, and can be remarkably successful if the persuasive power of the voice on the phone is used appropriately. An example was seen from the start of the new Qatar National Library: the library building was under construction, and the library wanted to open digitally and to sign an agreement with a publisher for its online offering of English-language academic literature. The budget was available, but due to the size of the order, the financial authorities wanted the library's supervisory board to decide on the procurement of the digital media. A

request was made to the board, but the chair deferred it to the next meeting. After a waiting period, the library management called each member of the board individually, explained the delicate situation very transparently and revealed the planned digital opening of the library. Each member of the board was then asked individually to sign a prepared confirmation by a certain date that they agreed to the procurement. All the political decision-makers agreed, with only the chair of the board not replying. After some hesitation, the finance department was convinced that the majority was in favour and the money was released. At the next meeting, the board was given a factual report on the outcome, and the focus was on the plans for the great digital opening.

Telephone advocacy also needs to be well prepared with a clear direction, such as when conflict situations need to be resolved convincingly. On the phone, it is easy to listen carefully and understand the vibrations because you are not distracted by facial movements. On the other hand, you cannot read the other person's face, and you need to be persuasive with your arguments. Of course, social media is also used to influence and persuade political decision-makers, with several NGOs building their advocacy in parallel with social media and actions. In the library sector this is used as part of broad advocacy campaigns aimed at citizens, not very often at policymakers, and sometimes the success of an advocacy project depends on a single conversation, with examples including the outsourcing project in Berlin and the extension project of the University Library in Göttingen. Nevertheless, a lot of advocacy is done before such success occurs. The preparation of an official advocacy meeting must focus on how it can be turned into a win-win situation for the other party and how the interests of the other person can be linked in direct advocacy talks. The written concept can be immensely helpful, but it is less relevant than the personal impression the librarian or information professional makes on the other person. The most important thing is for the advocate to convey a sense of commitment to the cause.

Several interviewees said that you must be passionate about the project to impact on the other party in the meeting; only when this personal commitment is visible will the arguments be listened to. The choice of words is also especially important, and the argument should specifically address the interests of the other party, as far as possible broadened by the values that the library and the politician have in common. Particular attention should be paid to which arguments and values can be used for each party to achieve the same goal, and what the majority ratios are in the voting body.

A quick reaction is usually expected when an interlocutor suddenly suggests compromises. If you listen carefully, there may be other interests at play in the offers of compromise that a librarian should try to anticipate; after all, politics in a democracy is the negotiation of compromises. However, there is value in accept-

ing compromises after a quick check to see if they really guarantee a step towards the desired goal. A good example of this is the new building of the State Library in Karlsruhe (see chapter 17.3), which initially received underground stacks from the financial authorities as a compromise for the desired location; in the end, however, a new library extension was built in two phases (Mittler 2021).

The conversation can end in a number of ways, the friendliest being an invitation to the library, which can also be said in the case of a slow meeting. At the end, you should briefly summarise the results to make sure that you have understood what the other person has said, especially the promises they have made about how they will support the library or the project. In the case of purely advocacy meetings with political decision-makers, as opposed to agreements with the administration, it is not usually the case that the results of the meeting are subsequently sent. Librarians cannot force the other person to keep their promises but only remind them carefully of these, which is why it is so important that one's own project can be linked to the interests of the decision-makers to support their goals.

17.13 Process Failure and Rejection

Failure is part of successful library advocacy. All library advocates have experienced rejection, often for the very project they went on to successfully implement. How do you prepare for rejection in advocacy? You simply must accept rejection when you realise that your arguments are not going to be taken on board by the other party. If possible, try not to present any more arguments, but first listen carefully to find out where the negative attitude comes from. Perhaps the policymaker is expressing interests that can be addressed in a different way. Are there other advocates who have different ideas, who work against the library project or who feel affected by it and who have already done their part of the advocacy work? These questions should be answered carefully. A rejection must be dealt with by considering whether it was due to the way the meeting was conducted or whether all the arguments were not fruitful. One must be prepared for rejection, but the fear of rejection should not hinder performance. Rarely, as in the case of the Berlin Senate Library (see chapter 15.5), it is possible to have other people prepare a positive discussion beforehand.

17.14 Luck, Chance and Other Disasters

There are catastrophes that sometimes make it immediately clear what was previously impossible to achieve through long discussions. Observers agree that the fire at the Herzogin-Anna-Amalia Library in Weimar led to the adoption of the first new library law in Thuringia in 2008, after years of advocating by the German Library Association. Today, some advocates consider it – terrible to say – lucky that this tragedy happened. And it is certain that this fire, as well as the collapse of the Cologne City Archives in March 2009, encouraged calls for the preservation and digitisation of written cultural heritage, and subsequently the establishment of the KEK and the German Digital Library – important milestones for preservation and digitisation in Germany. Such moments cannot be predicted; they just happen, and they can help to advance the precise requirements. Most of the time, the spontaneous decisions that are made then have a really long lead-in time. If the Thuringian Library Association had not tried to persuade the Thuringian parliament of the need for a library law through intensive advocacy years earlier and had not prepared drafts of a library law, the spontaneous but lasting decision to pass the first law would certainly not have come about.

You could say that there is always a bit of luck involved in successful advocacy. In Mannheim, a branch library was set on fire by youths and burned to the ground. This disaster spontaneously generated a great deal of solidarity for the library, so much so that veterinary practices set up return boxes for library books. A wave of solidarity carried the library out of the disaster and became the catalyst for the new building project. Because the head of the cultural department convinced the mayor of the need to build a new library, the mayor was also behind the project (Schmid-Ruhe 2021). This is in line with the statements of another interviewee, who advised to always use the top-down method for large projects, because this way a project is better supported (Hattke 2021). Aarhus Municipal Library was lucky at some moments in the planning of the main library. During the economic crisis in 2008, the library went to tender and got really good prices for the materials for the new library building and could keep within their budget, which is very unusual (Hapel 2022). Luck was also an element in the new Helsinki Central Library building. The Oodi Library was an exceptional project where every action led to further progress, which rarely happens (Haavisto 2022).

It was also a stroke of luck to be able to give a lecture on the library's projects in front of the future Minister of Science, who had not even been elected yet. Similarly, it can only be a coincidence that the brother of the cardinal who had to give permission for the grandiose Palatine exhibition by the university library of Heidelberg had attended a persuasive seminar with the director of the library years earlier (Mittler 2021). Depending on their assessment, the interviewees attributed

between 1 and 10% of the relevance for successful advocacy to “luck” in relation to the events discussed here. On closer inspection, luck was also somehow involved in the many efforts of the advocates, not only because they are deeply involved in their advocacy goal, but because they are involved everywhere, helping others and generally being active for their own and other libraries.

It is therefore particularly important for the advocacy of the individual library to follow the chosen goal in the long term, while at the same time working for the library network and with luck, situations will arise where all the demands fit the moment and suddenly become politically relevant. This happened with the Shanghai Library and the new Shanghai Library East Building when the city suddenly had money to spend on the project. Perfect preparation is the basis for a successful project.

Luck has a lot to do with opportunities, and these can be found at receptions. For some advocates, receptions are part of their strategy, so they always go to all the receptions to meet, for example, the president of the university and other people, to hear some rumours and to know what is going on. At a reception at Stellenbosch University, the library director met the newly appointed IT director who immediately wanted to know everything about the library, even the difficult issues, and offered to help. When the director explained the difficult situation with the underground mobile phone connection, which was only working for one mobile phone provider and not for the other, the IT Director offered to help as she had just met all the CEOs of the IT mobile phone companies at a reception in Johannesburg. She wrote to the relevant CEO and after 16 years of struggle, the Stellenbosch University Library got the connection in a very short time. The library director believes that this again shows the importance of attending social events, mingling with people and being introduced to someone important to your library (Tise 2022).

17.15 Choosing the Right Moment

There is always a good time for advocacy, especially regular advocacy across the library network. For certain projects, however, the timing should be carefully considered. There is a lot to be said for advocating those who are new in office right at the beginning of the election period, or to become active before that to be included in the coalition negotiations with relevant points of view. If a member of the European Parliament or a member of a university senate has not yet gone through all the committees and set goals for his or her term of office, there is a chance to contribute to these projects with solutions.

Another good time is when you can offer a solution to a problem that is currently troublesome for the policymakers, which is why library associations try to get involved in national strategies. If a new digital strategy is to be adopted, it should be discussed beforehand to allow organisations such as the library association to have a chance to help shape it. In Qatar, the ministry sent the draft digital strategy to the National Library for comments, which allowed the library to include in the strategy its offer to support other libraries with a central digitisation centre. However, as the library had been in contact with the relevant people in the ministry for some time and had provided assistance on other issues, the timing was right, as Qatar National Library was already part of the network and was therefore considered. The active network around the library is the best guarantee that the right moment can be seized.

There is sometimes talk of an open window that will eventually close. In an attempt to regulate eBooks in libraries, a deadline in the summer of 2020 relating to copyright and compliance with EU law could be used. Unfortunately, the window closed before the Federal Council's eBooks initiative could be pursued, meaning a new attempt has to be made to introduce the topic into a decision-making process (Schleihagen 2021). As in all phases of advocacy, the right timing is important and must be correctly assessed.

The timing was right when the National Library Board Singapore made a presentation to the country's leaders. It was during COVID-19 and the financial aid was focused on Singapore's business and social aspects, because some people were left behind, such as those who lost their jobs and were unable to find new ones because they did not have the necessary skills. With this situation in mind, the National Library Board began to present to the government how it could help people learn new things and break down various barriers to learning. A lot of learning takes place in private institutions that are geared to cost, but the library is about lifelong learning. The final step of the National Library Board was to make a presentation to all the politicians at once and they were able to persuade their minister to help them set up a facility in parliament during the budget days in Singapore and managed to get partners from different technology and design companies to come together and help with the installation. They wanted to show the cabinet and all the politicians in parliament what the National Library Board meant for learning in Singapore and because the partners believed in the project they did it for free. On that day, about 40 politicians, including the Prime Minister, the Deputy Prime Minister and the finance minister, came to see the presentation, which was for the preparation of the budget for the following year. The Prime Minister later took pictures with the National Library Board team and posted them on social media, with the press excited to cover it, and it being a suc-

cess for the National Library Board's advocacy for the following year's budget (Tan 2022).

17.16 Patience and Persistence – Important Elements of Advocacy

Patience and persistence are essential for successful advocacy (Wu 2022). According to the executive director, the German Library Association must have the stamina of a marathon runner and not give up just because a proposal has not been adopted for a long time. As an example, she points out that since 1949, the German Library Association had repeatedly called for a library law, about every ten years. But it was only after the recommendations of the Enquete Commission that the issue was taken up politically (Schleihagen 2021). Finally, after the President's speech in Weimar in 2008, the first law for a federal state was passed. To date, only six of the 16 federal states have passed laws that include libraries, although the Enquete Commission's main demand, that public libraries be made a compulsory local authority task, has not yet been implemented. Nevertheless, these are decisive steps towards achieving the long-term goal in all federal states, which has laid the foundations for the German Library Association to continue to advocate the federal states for even better library laws. Copyright is also an issue that the German Library Association has been pursuing for an extraordinarily long time and must continue to do so. The debate on digital rights has been growing steadily since the 1990s. Without the support of the many experts who have worked together in the legal commissions of the associations to develop arguments and advocacy papers – and who continue to do so today – the legal situation for library services would be exceedingly difficult for their users. This also includes the long-term commitment of many association members at European level with EBLIDA and LIBER (Schleihagen 2021).

In Göttingen, too, it took a great deal of perseverance on the part of the library director at the time to keep the *Paulinerkirche* as part of the university library for many years and finally to transform it into a modern exhibition space. With almost no funding, but with a lot of extra commitment from the staff and sponsors, events were created and exhibitions designed and carried out to keep the topic open for discussion and to create a modern exhibition and event space for the University Library in the long term. The finished and up-to-date concept for a conversion had been planned for a long time. But nothing happened for years, until one day, after the director had given a lecture on the library to another organisation, something suddenly changed. After presenting the library and discussing the beautiful plans for the historic building, he was approached by a

young man who wanted to know more and engaged the director in a stimulating and pleasant conversation. Just 14 days later, this person became the new Minister of Science in the State of Lower-Saxony, was the director's superior and later approved the restructuring plans (Mittler 2021). Is that luck? A little, perhaps, but essentially it was the persistence of the library director to keep pointing out that a place could be developed that would make the library shine with its valuable book collection and offer the university library a beautiful window in the middle of the city.

Persistence was also the basis for the Saxon digitisation programme at the State and University Library in Dresden, Germany. Initially, this advocacy issue was only discussed in advance with the ministry, but later the then director-general kept raising it at every meeting of the SLUB's board of trustees for years, until the issue of digitisation suddenly became politically topical, with the project also suitable for the ministry. Today, the digitisation programme includes millions of dollars for digitisation, retro-conversion of catalogues and licences for digital books and journals. It has been preserved as a national project of the SLUB, in which digitisation is combined with the original preservation of the written cultural heritage (Bürger 2021).

When newly developed library strategies, as in Lower Saxony in Germany, are not even taken up by the responsible municipal authorities, one can only point to the perseverance that is such an important part of advocacy. Just start, implement the agreed goals in small steps and keep pointing out the library strategy – that might be some advice for this situation. Giving up is not an option, because the goal is still to make things better for library users. Involving them can gradually lead to success and recognition of the library strategy.

These examples alone show that you should not give up if your advocacy plan is not successful. It really does take a lot of patience and persistence and significant repetition of arguments, especially when it comes to plans like building a new library. Many librarians can tell you how a building in their town seemed hopeless for a long time, and then suddenly an opportunity arose to make the project a reality. This is the moment for those who are well prepared and have not given up, like the Shanghai Library (see chapter 10.2).

17.17 Surprise and Humour – Pillars of Library Advocacy

A good way to win over political decision-makers is to keep surprising them with something new and special. For example, the short template for the outsourcing project of the Berlin Senate Library, which was presented to the member of parliament as soon as he expressed his wish. Or that finished building plans are

available when political discussions are just beginning. It can be a small project that the library starts with and surprises the public, which helps to demand a consolidation of the project by the politicians. Or it could be something as simple as announcing that only three minutes had been scheduled for the annual report and the future topics of the Cologne library, which made the cultural committee smile. You can imagine how enthusiastic the members of the culture committee were to find out the most important things in three minutes instead of a lengthy lecture (Vogt 2021).

In Singapore, there was an important meeting where Singapore's top civil servants, including the prominent finance minister, were on stage. When it was time for questions and answers, instead of asking a question, the person from the National Library Board gave a pitch. The pitch was about the new project that the National Library Board was planning, and they were asking for support from the Ministry of Finance. When the library director made the pitch, he did not expect them to say yes or no to the project immediately, because you must go through a proposal. He made the pitch because he wanted to get it into their minds that there was a project from the National Library Board so as for the civil servants to remember the pitch and recognise the project (Tan 2022).

Surprising with elements that one would not expect from a library is another criterion to gain attention from politicians. This happens in conversations about library activities, such as 3D printing, digitisation of old slides, or knitting classes based on patterns from the library's books, which are all activities at Qatar National Library that were not previously associated with a library and that have attracted a lot of attention and recognition from policymakers. There are also a lot of fun things that happen in libraries that highlight the library's skills and services; indeed, anyone who has had to deal with the legal traps of bureaucracy in their advocacy projects knows that humour is essential in advocating for libraries.

17.18 The Advocacy Letter

The advocacy letter is no longer as relevant as it once was, whether it is sent by post, e-mail or posted on the website. This is the unanimous verdict of library advocates, who all rely on face-to-face meetings with policymakers. Only direct contact, which can be by telephone or online if you have already met the other party, will elicit a response and have an impact, which can be another meeting or a referral to a body relevant to the project. Sometimes the German Library Association has library directors send letters to their MPs before a direct meeting. Perhaps the letter has a different function like an introduction in such contexts.

As one interviewee said, even if the letters are sent with full titles in the salutation, or handwritten with a fountain pen, the response is zero (Vogt 2021). Public letters of protest and support for the library are slightly different from the original advocacy letter, where the library is trying to achieve a goal by writing a letter. This can be good support in a difficult moment, to show the support of the library's partners.

17.19 Engaging the Press and Public

If a project or situation is particularly difficult for the library, the “first administration, then policy” steps are often exhausted. How can your advocacy issue be further promoted? There is no reason to shy away from going to the press, although there are a few things to consider within a university and as a city institution. Friends of the library offer their support in informing the press about issues that have been left to the administration and decision-makers; they can take up, report, suggest, criticise and denounce everything, because they are users and citizens who want to support the library, while other partners can also support the library. Libraries embedded in institutions, such as university and special libraries, have a harder time but, nevertheless, there are good examples of how projects can be successfully implemented with the support of the press. The then director of the Heidelberg University Library happened to be sitting next to a journalist at a concert and told him in passing about his plans for an underground book stack in the middle of the city. A little later, the journalist paid him a visit, as his editorial board had decided to support the university library project. From then on, the regional newspaper regularly reported on the library, its activities and problems, giving it a positive image and repeatedly bringing up the subject of the underground book stack. In fact, after only a few years, the underground book stack for the Heidelberg University Library was realised (Mittler 2021).

The press also played an important role in the decision to build a new municipal library in Mannheim. Similar to the Heidelberg example, this was a matter of long-term positive press coverage. With two to three articles a week on the teaching of media and information skills, the media parents' evenings and events on the protection of children from harmful media, the library acquired a high level of competence in the eyes of the city. This was attractive and convincing enough for the new mayor to choose the library as a project (Schmid-Ruhe 2021), illustrating how long-term positive support shapes the image of the institution and ultimately enables projects to be implemented. The situation in Würzburg, a city in southern Germany, was similar but quite different. The city council had cut the library's acquisition budget and the director turned to the press, not to publicly

criticise the lack of an acquisitions budget, but to find a solution to the problem. Various proposals were put forward in the search for sponsors, with the first company to come forward putting a picture of the library on a bottle of wine, proposing fifty cents of every bottle sold to go to the acquisitions budget. After this was widely publicised in the press, Würzburg's most famous chicken roaster came forward, with the mayor invited to the launch of the partnership and 50 cents also donated for every chicken sold. Finally, chairs were needed for the library and, with a nod to the Nena song '*99 Luftballons*' (99 Red Balloons), 99 chairs were individually sponsored for the library. The most important development came afterwards, as the city council recognised the many successful activities and decided to reward the library director and approve the budget for the library. This is a great example of advocacy; don't be depressed about the lack of budget, don't mourn the library, but just start and develop solutions. In this way, a disadvantage becomes a positive activity (Vogt 2021). The press is much more supportive of a library project than simply reporting on the lack of a media budget, which could have a more negative effect on the library. However, it must be admitted that these were special situations, as positive library activities are not always rewarded so quickly, and the press prefers to report negative news rather than positive news because it attracts more readers. But the opportunity to place exceptionally positive stories is real and always has a good impact on advocacy.

For the library in Aarhus, press coverage of its extraordinary activities was particularly important and the library put a lot of emphasis on this. They made sure that everything that happened was reported in the media, so that the decision-makers were aware of it. In this way they built up social capital in the political circus (Hapel 2022).

There is a wide range of literature on marketing and public relations for libraries that provides sufficient basics and information, so successful public relations will not be discussed further in this context. It should be emphasised again that it plays an important role in all advocacy work.

17.20 Exhibition Openings and Other Events

Exhibitions are not only a presentation of the library but also have their own function for successful advocacy. The general advice for library people is to create opportunities for advocacy contacts. In addition to the library's own exhibitions, there are other receptions at a university or in a community where you can meet relevant people. As well as meeting people you already know, it is good to make new contacts at these events. New people mean new possibilities. Whether you have a glass of water or wine in your hand, it makes sense to make the most

of these moments. The small talk at the reception is not the moment to tell the minister, the mayor or the university president about the fundamental problems of the library; such a reception is also a moment of relaxation for these people, which should not be disturbed by problems, even if politicians say that they are always in office. It is a moment that should be used for good-natured contacts and words of appreciation, to establish a direct relationship with the library, or perhaps to hint at great ideas that one would like to present in a forthcoming discussion.

It is also important to consider the environment of political decision-makers, as many officials and assistants also appear at these events and can be at least as important and helpful as the exposed personalities. The more often you meet these people at events, or they come to events in the library, the more trust can be built up through regular contact. This is what makes real advocacy successful. At the same time, these events also serve to strengthen contacts with other institutions and to discuss new ideas for joint action. Of course, sometimes it is the politicians who take the opportunity to raise a difficult issue, or they expect urgent feedback. Then of course you can deal with it, but it is also an advantage if an in-depth discussion can be arranged elsewhere. The more libraries are in dialogue with policymakers, the more likely it is that all issues will be discussed at all times. The author herself recalls a situation at a high-level event in Frankfurt, a moment of successful lobbying in the basement between the cloakroom and the toilet doors, which led to the inclusion of a new building for the Central- and Regional Library of Berlin in the coalition agreement of the Berlin government in 2011.

There are librarians and information professionals who find it particularly difficult to make small talk and who absolutely do not enjoy socialising at receptions, especially when they are new to an institution. Nowadays, socialising and small talk are part of the job of a library manager, even if it is not part of the job description and is done outside office hours. But it is the basis for successful advocacy, and there is plenty of material on the web to learn small talk. Diplomats are trained to avoid topics such as religion, politics, illness, sex, gossip and, if necessary, to talk about the weather to get out of uncomfortable situations. It is not the content of the conversation that is important, but the atmosphere that is created; a very friendly, respectful encounter always creates a pleasant atmosphere. Genuine interest in other people and the ability to listen well are essential skills for a good conversation. Topics such as education, work or travel build bridges, and if librarians can talk enthusiastically about the library profession, people will be surprised by modern developments and new activities, which is a start. Even if it turns out later that the person is the assistant or spouse of an important person, they too have influence and may be able to make a difference. In the evening,

small groups of regular acquaintances get together to exchange the latest rumours, which can sometimes be useful. It would be better to approach strangers and consciously make new contacts to give the library a wider network and new moments of happiness.

Another piece of advice for library advocacy is to organise many library events. Valuable contacts can be invited and, when they come, the library director can present the library as a host. In this way the library and its activities are directly perceived, and the library management can create a relaxed atmosphere of special welcome.

17.21 Personal Attitude and Appearance in Advocacy

Another key aspect comes from the examples, where it is the enthusiasm for the project that everyone can feel. It is the amount of energy that library advocates need, and it takes a long time because it is often a hard process to achieve success. It is the enthusiasm for the advocacy project, which is sometimes even more important than the arguments used in advocacy. People feel the personal commitment which is a guarantee that the project you are advocating for will be implemented. It requires an inner conviction about the necessity and importance of the planned goal; only in this way can others be enthused. Decision-makers will notice immediately if library management is not fully committed to the desired change; without personal commitment, arguments often sound artificial and therefore unconvincing. A common characteristic of successful advocates is that they are passionate about the projects themselves. In addition, regardless of seriousness, a narrow and stubborn view is an obstacle. A certain amount of flexibility to be able to listen to oblique political arguments is highly recommended. Humour, sometimes even dark, can help to overcome long unproductive spells before a project is finally approved.

Appearance is important. Sometimes one's own personality can get in the way of a successful performance. Someone who cannot hear the nuances, who cannot adapt quickly and well to the other person will certainly not be able to pick up the points that the other person is making. This sensitivity can be trained and is an important skill for successful advocacy; a good listener knows better what the other side wants and how to win them over to the project. The first impression of a person is conveyed in a tenth of a second (Willis and Todorov 2006), and the observer is usually right if the person seems authentic. This means that not a single argument for libraries has been made or heard up to that point. Accordingly, the first impression and the overall effect of a librarian is the door-opener to listen to all arguments. This moment is more important than the argu-

ments themselves. This first impression can be trained and improved, however, it is especially important not to pretend anything. This would undermine authenticity, which is crucial for the overall impression. Remaining authentic and not pretending is and remains the be-all and end-all for any leadership position, just as it is in everyday life.

What do people remember when they think of the interview with the President of a country that was broadcast the day before? Hardly anyone can repeat the words or even all the key arguments. What is remembered is the impression the president made, whether the mood was positive or serious. It has been scientifically proven that the content or arguments do not make up a significant percentage of the communication, which is a rather depressing finding, and advocacy for libraries is no different. Of course, it is important to have good arguments and to present them clearly but, in fact, arguments play only a minor role in whether the other person listens and engages with what is being said. Respondents estimated the importance of personal appearance in advocating for libraries to be between 20% and 60%; for most of them, personal appearance was far more important than any other aspect, and far more important than arguments. Is that depressing? Can arguments be dispensed with altogether? Of course not, but you should work on your personal appearance. This depends first and foremost on one's own attitude towards the advocacy project; if the librarian or information professional is not completely convinced of the idea he or she is advocating, and if the librarian is not absolutely committed and enthusiastic about it, then the other person will not be enthused. Librarians and information professionals who are successful in library advocacy are those who are convinced of the important role of libraries in society and convey this to the policymaker through their attitude. Those who enter the discussion with this conviction can convincingly communicate the project and its positive impact on children or students, on research or the games industry. It is this enthusiasm for the goal and the sense of urgency that convinces others.

There are extra points for appearance. A positive attitude is immensely helpful in any advocacy for libraries. The most important rule is never to whine or complain about what is not working and why the administration or politicians should help now. Politicians hear complaints from all sides. Loud whining has no place in library advocacy. Never complain, because it is understandable that policymakers would rather support someone who meets them with a positive attitude and presents solutions to problems than someone who wants them to solve library problems. This is a crucial difference in approach; if politicians are asked to solve problems, they must do the work themselves, but if they support solutions to problems, the petitioner will take action and present a result to the politician. Looking ahead is another tip given by several interviewees. Some produce annual reports that present what will happen in the library in the future, while

others look at the innovative technology and innovative structures that need to be developed for the future. In some examples, this aspect of combining one's own advocacy for libraries with a new, innovative goal is highly successful.

In some situations, such as the fight for better copyright, this can be seen differently, as Wyber thinks that librarians as a field are not necessarily particularly good at tough negotiations, as the field is pre-programmed to be happy with what it has. There is a tendency to concede and put on a brave face, not to look like librarians are complaining, even though the situation is clearly destructive. The French e-lending system is a fantastic example; everyone hates it in private, nobody hates it in public. Sometimes you need personalities in the field who are prepared to show a different face when it is needed. Librarians do not want to be troublemakers, they do not want to be the problem child, they go along with people, but this also means that it is difficult to hate libraries. Nobody wins by hating libraries; if someone were to sue a library, it would be such a stupid thing to do from a public relations point of view (Wyber 2022). We thus need to keep in mind that a controlled negative reaction as a sign of disapproval and rejection in some moments of negotiation and advocacy can make a difference.

What skills are needed for successful advocacy? Can these skills be learned? It is becoming increasingly clear that the way we present ourselves is an important part of our success in advocacy. People convince others when they are convinced. Librarians need to be passionate about the library and the advocacy goal, or at least exude enthusiasm, if they want to win cooperation partners and do successful advocacy. This is so easy to do with libraries in all their diversity, because there is so much to get excited about. All respondents agreed that exuding enthusiasm, conviction, passion and positive joy are essential foundations for successful advocacy, which also applies to those days when everything goes wrong and the best advocacy fails to make a difference. At that moment, it is important to carry on, not to give up, and to try new ideas and start again.

Of course, there are people who already have these skills when they come to a library as managers or public relations officers. But anyone can learn these skills, and experience is another important aspect. The more you practise, and librarians can practise well with funders, the more you know the crucial elements that matter, the right arguments and the appropriate appearance. In this respect, it is good if the next generation of future library managers is involved in these activities to gain experience.

First and foremost, it is not about skills but about authenticity, a term that was mentioned by almost all interviewees. Authenticity in promoting the good cause of libraries creates credibility, trust and reliability, all of which are essential for a perfect partnership. Appearance is important in many areas of politics; working with libraries has shown that their representatives remain authentic

and are serious and reliable. In this way, many library advocates have gained a great deal of trust and a high level of credibility, which has given libraries and library associations a good reputation.

17.22 Supporting Library Advocacy with Protests, Demonstrations and Strikes

It has become common for advocacy on climate and nature issues to be accompanied by organised protest actions. Librarians and information professionals can use their associations to mobilise people and support protests, with some flash mobs having been organised in support of libraries and reading at some events, as well as demonstrations when libraries were to be closed and even actions on copyright issues. For the library's own advocacy project, it is important to think carefully about whether such an action will contribute to the solution or be supportive of the project. There are only a few, targeted moments when such an activity is likely to be successful.

In one particular case, a very famous librarian in Weimar made a public threat that he would leave the library and the city if urgently needed positions for the library were not approved. This announcement contributed to a positive change in the decision of the board of trustees but this was an exception, a deliberately escalated advocacy target that was successfully resolved under a high-risk power principle. You can only take that risk once, and the situation must be analysed very carefully. Nobody should take this as an example because such announcements usually go wrong.

17.23 Celebrating Advocacy Successes

Victories in library advocacy sometimes come suddenly. No matter how big or small they are, it is important to celebrate every little bit together with the people who support the project. You need to celebrate and thank the people in the network for their contribution to reaching the goal or taking a step towards the goal. Celebrations build team spirit and are the basis for new ventures.

During a celebration you can understand what led to the positive result or where the current weaknesses and strengths are. It helps to communicate with supporters and find out how they see the advocacy process and if there are points that can be better managed in the future. Celebration is part of reflecting on what has been done and how it has been achieved; with this in mind, celebrating success is the start of the next round of advocacy.

17.24 Summary of Advocacy Tips

From the start of any advocacy project to the launch of a campaign, which is not the subject of this book, everything needs to be carefully planned. Some advocacy work needs to be supported by campaigns and has a broader focus; this depends on the country, whether something like citizen campaigns is a normal part of advocacy, as in the USA, or whether it is almost unthinkable in the local society. The tips above will help in many situations and should provide a good basis for successful advocacy. There is one important point to add; every little success in library advocacy should be celebrated, together with all partners and most importantly with library staff and users. Celebrations are another part of promoting the library's success and the new basis for the next library advocacy activity. Finally, one of the best pieces of advice for good advocacy is to marry a politician, which came from the Librarians Association of Malaysia years ago when they were asked why they were so successful in advocating for libraries. They had several librarians who were married to politicians, who they asked for help whenever they could, with their partners incredibly supportive.