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Joint Cross Border Business Support Libraries
Network Strategy
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Content

EXECUTIVE SUMMARY .................................................................................................................................................. 6
KOPSAVILKUMS .............................................................................................................................................................. 8
SANTRAUKA ...................................................................................................................................................................... 10
INTRODUCTION .............................................................................................................................................................. 12

CHAPTER 1 BACKGROUND AND METHODOLOGY .................................................................................................. 13
1.1. BACKGROUND .......................................................................................................................................................... 13
1.2. METHODOLOGY ....................................................................................................................................................... 14

CHAPTER 2 SITUATION ANALYSIS ............................................................................................................................. 14
2.1. WORLD CONTEXT ........................................................................................................................................................ 14
  2.1.1. Economic environment ........................................................................................................................................ 14
  2.1.2. Demographic change and aging population ........................................................................................................ 16
  2.1.3. Changes in technology and infrastructure ......................................................................................................... 17
  2.1.4. Changes in society and working culture .............................................................................................................. 20
  2.1.5. Global trends in development of business support libraries .............................................................................. 22
2.2. INTERNAL ENVIRONMENT .................................................................................................................................... 26
  2.2.1. Institutional issues .................................................................................................................................................. 26
  2.2.2. Development of entrepreneurship ................................................................................................................... 39

CHAPTER 3 SWOT ANALYSIS ........................................................................................................................................ 84

CHAPTER 4 BUSINESS SUPPORT LIBRARY (BSL) STRATEGY ................................................................................... 87
4.1. BSL VISION, MISSION, STRATEGIC OBJECTIVES AND VALUES ............................................................................. 87
4.2. ACTION PLAN .............................................................................................................................................................. 89
4.3. RAISING POTENTIAL AND STRENGTHENING THE ADMINISTRATIVE CAPACITY ....................................................... 97
  4.3.1. Implementation structures and development of “one stop shops” ..................................................................... 97
  4.3.2. Management and staff of the BSL ........................................................................................................................ 99
4.4. PARTNERSHIP AND COOPERATION .......................................................................................................................... 100
  4.4.1. The Cooperation Agreement ............................................................................................................................ 100
  4.4.2. Cooperation mechanism ................................................................................................................................ 101
4.5. MONITORING AND EVALUATION ............................................................................................................................ 103
4.5. POTENTIAL SUPPORT FOR FURTHER DEVELOPMENT OF BSL .............................................................................. 106
  4.5.1. Overall support frame and EU funds .................................................................................................................. 106
  4.5.2. Territorial Cooperation Programmes .................................................................................................................. 111
  4.5.3. EU Programmes .................................................................................................................................................... 112
  4.5.4. EU life – long learning programmes .................................................................................................................. 114
  4.5.5. Other support instruments ................................................................................................................................ 115
  4.5.6. Interrelation between strategic objectives and support instruments ................................................................ 117

ANNEX A SELF EVALUATION ........................................................................................................................................ 120

ANNEX B MEMORANDUM OF UNDERSTANDING .................................................................................................. 122

ANNEX C THEMATIC OBJECTIVES (TO) AND INVESTMENT PRIORITIES PROPOSED BY EC ..................................... 125

List of Tables
Table 1SMART work strategies (cisco,2011) ..................................................................................................................... 18
Table 2Main outputs of Pasvalys library ......................................................................................................................... 29
Table 3Main outputs of Pakruojis library ........................................................................................................................ 30
Table 4Main outputs of Birzai library .............................................................................................................................. 31
Table 5Main outputs of Bauska library ............................................................................................................................ 32
Table 6Main outputs of Svitene library ........................................................................................................................... 33
Table 7Budget of Pasvalys library ................................................................................................................................. 34
Table 8Budget of Pakruojis library ................................................................................................................................. 34
Acronyms used
BI – Business incubator
BIC – Business information centre
BSL - Business support libraries
BSR – Baltic Sea Region
Bus.Angels – Business Angels – private investors and mentors
CBC – Cross border cooperation
FFF – Friends, fools and family (source of funding for business start –up)
EAFRD - European Agriculture Fund for Rural Development
EC – European Commission
EIF – European Investment Fund
ERDF – European Regional Development Fund
ESF – European Social Fund
EU - European Union
EUR - euro
GFC - Global financial crisis
ICT - Information and communications technology
IPO – Initial Public Offering or stock market launch (when shares of stock in a company are sold to the general public)
IT – Information technologies
JSC – Joint Stock Company (legal status of the company)
LAG – Local Action Group
LIAA – Latvian Investment and Development Agency
LLL – Life – long learning
LMG – Latvian Mortgage Bank
LT – Lithuania
LV – Latvia
Ltd. – Limited liability company (legal status of company)
LVL – Latvian lats
SME – Small and medium enterprises
SSE – Stockholm School of Economics
TO - Thematic Objectives of EU Funds (2014 – 2020)
OSSs –One Stop Shops
VC Funds – Venture Capital Funds
EXECUTIVE SUMMARY

The development of the Business Support Libraries (BSL) Strategy is one of the activities in the project Establishment of business support library cross border network. The project covers Bauska and Rundale counties in Latvia and Pakruojis, Pasvalys and Biržai districts in Lithuania. Objective of the project is to promote competitive entrepreneurship in cross border of Latvia and Lithuania providing easy access to the business supporting measures at rural territories. The direct objectives of the Project are: firstly to establish a cross border network of business support libraries (BSL) as business resource centres on basis of existing network of public libraries; secondly to facilitate physical and virtual access to established resource centres; and thirdly to promote entrepreneurship mentality in the region via complex entrepreneurship promotion activities for local youth, potential entrepreneurs and existing SMEs.

The existing public library network densely covers the whole territory of all municipalities. BSL a network will consist of 5 central Business support libraries (one in each municipality) and 118 local support libraries serving as supporting points to BSL resources. Each BSL also will include “one stop shop” for entrepreneurs (one single location for both business start-ups and existing business with access to the main e-services (e.g. permits, licenses and various documents).

The project focuses on a number of problems that are currently common in Latvia and Lithuania: lack of sustainable business ideas, lack of effective business promotion instruments for municipalities, and the concentration of business supporting services in urban areas. Therefore public libraries are chosen as a central point for project activities and the main supporting instrument for the promotion of entrepreneurship.

The BSL Strategy is a medium term strategy and has been developed for the period of 2014-2020 with the purpose of helping communities realise their potential and enhance their skills, as well as create opportunities for innovative contributions to workable solutions.

Strategy target groups are school youth aged 13 to 18, potential entrepreneurs from these regions including a wide range of the population, and business start-ups and existing businesses. Part of the activities covered by strategy focuses on the capacity strengthening and improvement of skills of librarians as well as improvement of library infrastructure.

One of the roles of libraries in the promotion of economic development is as places for information and experience exchange. The possibility to meet people and share ideas would be an issue to be considered for the development of current library networks in the new perspective. It is quite important for libraries to formulate a strategy which identifies vulnerable social groups and develops services according to their needs.

The BSL vision is to foster the development of an entrepreneurial environment throughout the region, and become a regionally recognised centre for entrepreneurship-related activities.
The BSL mission is:

✓ to become a key dialogue platform for entrepreneurship support resources in Latvia and Lithuania;
✓ to become a local centre for entrepreneurship-related education, knowledge, information and experience sharing;
✓ to foster cross-functional entrepreneurial engagement.

There are 5 strategic objectives identified for each BSL, and the network of BSL as whole. BSL should target the activities towards each of these objectives. BSL strategic objectives are to:

1. Create innovative business centre environments in the libraries;
2. Educate the community on issues concerning eventual and existing business possibilities in the region;
3. Help the community and customers to find possibilities for the development of existing and new businesses;
4. Provide qualitative business related services in libraries;
5. Develop the capacity and potential of BSL.

The Strategy provides a detailed action plan for reaching these objectives. Tasks are structured in short-term, middle-term and long term tasks. According to the objectives mentioned above the Strategy provides suggestions for how to concentrate entrepreneurship related activities to different groups of society: existing entrepreneurs, potential entrepreneurs, “distance work” experts, self-employed, unemployed persons, pupils, students and teachers.

The elaborated strategy can be regarded as a starting point for mutual partnership with one common long-term vision: to become regionally acknowledged centres for entrepreneurship related activities. Each library further has to develop their own plan of action that will help them meet their goals, audience, and timeline within the limits of financial, staff, and volunteer resources available. To provide more effective usage of financial and human resources libraries have to plan in advance for possible areas of cooperation and sign a Cooperation Agreement.

Patlaban izveidoto publisko bibliotēku tīkls cieši noklāj visu projektā iesaistīto pašvaldību teritoriju. Projekta īstenošanas laikā tiks izveidots Pārrobežu uzņēmējdarbības atbalsta bibliotēku tīkls, kas sastāvēs no piecām galvenajām atbalsta bibliotēkām rajonu centros, kā arī 118 vietējām atbalsta bibliotēkām, kas pildīs uzņēmējdarbības atbalsta tīka apkalpojošās funkcijas. Katrā uzņēmējdarbības atbalsta bibliotēkā tiks ierīkota ari tās viens pieturas aģentūras, kas nodrošinās visiem interesentiem, t.sk. uzņēmējiem, vienotu piekļuvi e-pakalpojumiem, kas nepieciešami uzņēmējdarbības veikšanai, piemēram, dažādu dokumentu noformēšana, pieteikumu iesniegšana u.tml.

Projekts kopumā koncentrējas uz tādu problēmu risināšanu, kas ir kopīgs gan Latvijai, gan arī Lietuvai. Galvenais problēmas projektā iesaistītajos pārrobežu rajonos ir dzīvotspējīgu biznesa ideju trūkums, efektīvu biznesa veicināšanas instrumentu nepietiekamība pašvaldībās, kā arī uzņēmējdarbības atbalsta atbalsta centru koncentrācija galvenokārt pilsētas centrā. Lai risinātu ražonos pastāvošās problēmas, publiskās bibliotēkas tiek izmantošas kā galvenie informācijas punkti uzņēmējdarbības veicināšanai, ja tās ir atvērta kā arī atrodami nozīmīgs daudzums uzņēmējdarbības attīstībai nepieciešamās informācijas.

Uzņēmējdarbības atbalsta bibliotēku tīkla stratēģija ir vidēja termiņa stratēģija laika posmam no 2014. līdz 2020. gadam ar mērķi palīdzēt apzināt projektā iesaistīto teritoriju iedzīvotāju radošo potenciālu un uzlabot viņu uzņēmējdarbības prasmes, kā arī radīt iespējas inovāciju pārveidei dzīvotspējīgos risinājumos.

Stratēģijā aprakstīto aktivitāšu mērķa grupas ir jauniešu vecumā no 13 līdz 18 gadiem, potenciālie uzņēmēji, tikko darbību uzsākuši uzņēmēji, kā arī esošie vietējie uzņēmēji. Daļa stratēģijā minēto aktivitāšu ir vērtas arī uz bibliotēkas personāla iemaņu paaugstināšanu un bibliotēkas infrastruktūras pilnveidošanu. Ar stratēģiju interesenti var iepazīties bibliotēku mājas lapās, kā arī projekta ietvaros uzlabotajās pašvaldību mājas lapās.

Viena no bibliotēkas lomām uzņēmējdarbības veicināšanā ir nodrošināt vietu, kur uzņēmējiem un citiem interesentiem ir iespējas iepazīties ar informāciju un pieredzi. Tā ir iespēja satikt cilvēkus ar jaunām idejām. Tādēj bibliotēkām ir
būtiski izstrādāt arī katrai savu stratēģiju, kurā tiktu aplūkotas mērķa grupas un bibliotēku darbības plānota tā, lai maksimāli piedāvātu visnepieciešamākos pakalpojumus katram interesentam.

Uzņēmējdarbības atbalsta bibliotēku tīkla VĪZIJA ir nodrošināt uzņēmējdarbības vides attīstību visā reģionā, klūstot par regionālā mērogā atzītu mehānismu uzņēmējdarbības aktivitāšu veicināšanā.

Uzņēmējdarbības atbalsta bibliotēku tīkla MISIJA ir:
1. kļūt par galveno dialoga platformu starp uzņēmējiem Latvijā un Lietuvā;
2. kļūt par vietējo centru ar uzņēmējdarbību saistītās izglītības nodrošināšanā, kā arī informācijas un pieredzes izplatīšanā;
3. nodrošināt iesaistīt pārrobežu starpnozaru darbībā.

Stratēģijā identificēti 5 galvenie rīcības virzieni, kuru ietvaros katrai bibliotēkai un atbalsta tīklam kopumā būtu jāizstrādā aktivitātes, kas vērstas uz rīcības virzienu īstenošanu.

Galvenie rīcības virzieni ir:
1. radīt bibliotēkā inovatīvu uzņēmējdarbības atbalsta centra vidi;
2. izglītot sabiedrību par esošajām un iespējamām uzņēmējdarbības iespējām;
3. palīdzēt dažādām mērķa grupām atrast iespēju attīstīt jau esošās, kā arī potenciālās uzņēmējdarbības jomas;
4. nodrošināt bibliotēkā kvalitatīvus biznesa atbalstošus pakalpojumus;
5. attīstīt uzņēmējdarbības atbalsta bibliotēku tīkla potenciālu un iespējas.
Stratēģijā ir atspoguļots rīcības plāns katra rīcības virziena mērķa sasniegšanai. Uzdevumi ir strukturēti istermiņa, vidēja termiņa un ilgtermiņa aktivitātēs.

Atbilstoši augšminētajiem rīcības virzieniem bibliotēkas savu iespēju ietvaros koncentrē savas uzņēmējdarbības atbalstošas aktivitātes uz dažādām sabiedrības mērķa grupām: esošajiem uzņēmējiem, potenciālājiem uzņēmējiem, attālinātā darba veicējiem, pašnodarbinātājiem, bezdarbniekiem, skolēniem, studentiem, kā arī skolotājiem.

Izstrādātā stratēģija var tikt uzskatīta kā sākuma punkts kopējai uzņēmējdarbības atbalsta bibliotēku tīkla kopējai sadarbībai, kuru vieno tiekšanās uz kopīgu mērķi klūt par nozīmīgu uzņēmējdarbību veicinošu aktivitāšu iniciatoru gan projekta iesaistītajos reģionos, gan arī ārpus tā. Nākamais solis ir katrai bibliotēkai izstrādāt savu darbības plānu, kas palīdzēs tām organizēt pasākumus mērķa grupām atbilstoši priejamajiem laika, cilvēku un finanšu resursiem. Lai nodrošinātu pēc iespējas lietderīgāku resursu izmantošanu, bibliotēku sadarbības tīklam būtu nepieciešams vienoties par iespējamajām sadarbībām jomām un noslept Sadarbības ligumu, kura iespējamais formāts ir sīkā aprakstīta Stratēģijā.
Santrauka


Šiuo metu sukurtas viešųjų bibliotekų tinklas aprėpia visą projekte dalyvaujančių savivaldybių teritoriją. Projektą įgyvendinimo metu bus sukurtas Tarptautinio verslui palankių bibliotekų tinklas, kuri sudarys penkios pagrindinės palankios bibliotekos rajonų centruose bei 118 viešinių palankių bibliotekų, kurios vykdo verslui palankaus tinklo aptarnavimo funkcijas. Kiekvienoje verslui palankioje bibliotekoje bus įrengtas vadinamas viesiųjų verslui palankių bibliotekų tinklas, kuris užtikrintų, kad visi interesantai, įskaitant verslininkus, turėtų bendrą prieigą prie elektroninių paslaugų, būtinų užsiimti verslu, pvz., įvairių dokumentų įforminimas, prašymų pateikimas ir pan.

Projektas iš esmės koncentruojasi į problemų, bendrų tiki Latvijai, tiek Lietuvai, sprendimą. Pagrindinės projekte dalyvaujančių pasienio rajonų problemas yra gynybingų verslo idėjų trūkumas, savivaldybėse nepakanka efektyvių verslo skatinimo instrumentų, be to, verslui palankūs centrai dažniausiai steigiami miestuose. Viešojoji bibliotekos rajonuose egzistuojančių problemų sprendimui pasirinktos kaip pagrindinės verslo skatinimo paramos punktai, nes jos atviro ir prieinamos visiems, jose jau galima rasti svarbios verslo vystymui būtinos informacijos.

Verslui palankių bibliotekų tinklo strategija yra vidutinio termino strategija 2014–2020 m. laikotarpio, siekiant padėti pažinti į projektą įtrauktų teritorijų gyventojų kūrybinį potencialą ir pagerinti jų verslinius gebėjimus bei sukurti galimybę pertvarkyti inovacijas į gynybingus sprendimus.

Strategijoje aprašytųveiklų tikslinės grupės įvairios veiklos yra jau įgyvendintos, potencialūs verslininkai, neseniai veiklą pradėję verslininkai bei jau esamai vieni su verslininkai. Dalis strategijoje minėtų veiklų skirtos ir bibliotekos personalo įgūdžių gerinimui ir bibliotekos infrastruktūros tobulinimui.

Vienas iš bibliotekos vaidmenų skatinant verslą – užtikrinti vietą, kur verslininkai ir kitai interesantai galėtų keistis informacija ir patirtimi. Tuo pačiu taip ir galimybė susitikti su žmonėmis, turinčiais naujų idėjų. Todėl kiekviena biblioteka privalo parengti ir ją su savo strategija, kurioje būtaptartos tikslinės grupės, o bibliotekų veikla būtų suplanuota taip, kad kiekvienam interesantui būtų pasiūlytos reikalingiausios paslaugos.
Verslui palankių bibliotekų tinklo VIZIJA – užtikrinti verslo aplinkos vystymąsi visame regione ir tapti pripažintu regioninio masto mechanizmu skatinant verslo veiklas.

Verslui palankių bibliotekų tinklo MISIJA:

- Tapti pagrindinės dialogo platformatarp verslininkų L atviroyje ir Lietuvoje;
- Tapti vietiniu centru, kuris užtikrintų su verslu susijusį mokymą bei informacijosir patirties platinimą;
- Užtikrinti įsiliejimą į tarpvalstybinę tarpšakinę tarptautinę veiklą.

Nustatytos 5 pagrindinės strategijos veiksmų kryptys, kuriomis remdamasi kiekviena biblioteka ir paramos tinklas turi bendraiparengti veiklas, susijusias su veiksmų kryptų įgyvendinimu.

Pagrindinės VEIKSMŲ KRYPTYS:

1. Bibliotekose sukurti inovatyvią verslui palankaus centro aplinką;
2. Šviesi visuomenęapie esamas ir galimas verslo galimybes.;
3. padėti įvairioms tikslinėms grupėmsrasti galimybiųvystyti jau esamas ir potencialias verslo srūtis;
4. užtikrinti, kad biblioteka teiktų kokybiškas verslui palankias paslaugas;
5. vystyti verslui palankių bibliotekų tinklo potencialą ir galimybes.

Strategijoje pateikiamas veiksmų planas kiekvienam veiksmų krypties tikslui pasiekti. Uždaviniai yra suskirstyti į trumpalaikes, vidutinio termino ir ilgalaikes veiklas.

Remdamosis aukščiau minėtoms veiksmų kryptimis bibliotekos, kiek leidžia jų galimybės, savo verslui palankias veiklas sutelkia į įvairias visuomenės tikslines grupes: esamus verslininkus, potencialius verslininkus, nuotolinio darbo vykdytojus, individualius verslininkus, bedarbius, mokinius, studentus ir mokytojus.

Introduction

Five cross border municipalities of Latvia and Lithuania with total population ~ 120 000 are main stakeholders and target group of new concept for public libraries to be covered in this strategy. The strategy focuses on a number of problems that currently are common to Latvia and Lithuania, namely: lack of sustainable business ideas, lack of effective business promotion instruments for municipalities and concentration of business supporting measures and services in urban areas. Strategy will set objectives and further tasks for solution of these problems by establishment of Business support libraries (BSL). Current development of Public libraries in both countries already supports new development trends for local community. Public libraries are located in all towns and in all main villages; they are close and accessible for a local society. Public libraries already now are fulfilling the role of cultural and social centres in rural areas; they concentrate important information resources on different fields and also provide free access to Internet.

Public libraries have a key role to play in the countries recovery from the current recession. Therefore the strategy is developed to help individuals and communities to realise their potential and enhance their skills and capacities and create opportunities for innovative contributions to workable solutions. We hope that new models of creativity, enterprise and employment will result in all libraries included in the BSL network consisting from 5 central Business support libraries (one in each municipality) and 118 local supporting libraries serving as supporting and connecting points to BSL resources.

This strategy has been elaborated by following experts: Inga Uvarova, Iveta Baltina and Sandra Brigs.
Chapter 1 Background and methodology

1.1. Background

Development of BSL Strategy is foreseen as one of the activities in the Project Establishment of business support library cross border network. The project covers Bauska and Rundale counties in Latvia and Pakruojis, Pasvalys and Biržai districts in Lithuania. The project focuses on a number of problems that currently are common to Latvia and Lithuania, namely: lack of sustainable business ideas, lack of effective business promotion instruments for municipalities and concentration of business supporting measures and services in urban areas. Therefore public libraries are chosen as a central point for project activities and a main supporting instrument for promotion of entrepreneurship. Objective of the project is to promote competitive entrepreneurship in cross border of Latvia and Lithuania providing easy access to the business supporting measures at rural territories. The direct objectives of the Project are:
1) To establish a cross border network of business support libraries (BSL) as business resource centres on basis of existing network of public libraries;
2) To facilitate physical and virtual access to established resource centres; and
3) To promote entrepreneurship mentality in the region via complex entrepreneurship promotion activities for local youth, potential entrepreneurs and existing SMEs.

The purpose of BSL strategy is to ensure prompt functioning of the BSL network where public libraries are chosen as a central point for project activities and a main supporting instrument for promotion of entrepreneurship. Public libraries were selected since they are public, open to everyone, accessible and already now concentrate important information resources. The existing public library network densely covers the whole territory of all municipalities. In total 5 business support libraries will be established during the project (one in each municipality) and other libraries will serve as supporting and connecting points to BSL resources. Each BSL also will include “one stop shop” for entrepreneurs (one single location for both business start-ups and existing business with access to the main e-services (e.g. permits, licenses and various documents). BSL network is not an aim by itself. One of the ideas behind this is establishment of business support centres at public libraries, which is a new fast spreading concept in the world.

Target groups of the strategy are: 1) the school youth aged 13 to 18 in Bauska and Rundāle districts in Latvia and Pakruojis, Pasvalys and Biržai districts in Lithuania, 2) potential entrepreneurs from these regions including wide range of population, and 3) business start-ups and existing businesses.

Youth is specifically addressed by the project in order to promote the mentality of entrepreneurship among the new generation. Potential entrepreneurs under the strategy are understood as those people 1) with a lack of best education and good background for starting business, 2) who have not fabulous careers but have skills and expertise in some specific areas, 3) full-time housewives, or even
those seen as "dropouts". Therefore objectives and activities of the BSL strategy will be targeted to reach these target groups.

BSL strategy is foreseen as medium term strategy and has been developed for seven years period 2014-2020. The structure of the current strategy provided in the following chapters is developed as a general direction of each library according to a 'spectrum of maturity'. Each municipality and BSL shall implement it according to their medium or long term development programmes.

1.2. Methodology

Development of the strategy was organised from February 2013 till June 2013. Together the information such qualitative research method as document analysis and interviews where used. Experts had meetings with representatives of Birzai, Pasvalis and Pakrojis libraries, municipalities and local business organisations on April 16 and with representatives of Bauska and Rundale counties and Svitene municipality on April 22.

To present draft of Joint Cross Border Business Library Network Strategy and discuss proposals for development of Business Library in five main libraries covered by this strategy, public discussions were held in Bauska, Svitene and Birzai on May 28 and in Pasvalis and Pakruojis on May 30, 2013.

Chapter 2 Situation analysis

2.1. World context

The past six generations have amounted to the most rapid and profound change mankind has experiences in its 5000 years of recorded history. L.Gratton one of the well known professor of management practice affirm1 that if the world economy continues to grow at the same pace as in the last half –century then by 2050 the world will be over 9 billion and average wealth would also increase dramatically. It means that on average market will increase by 2 billion in 40 year time. At the same time the world of work is changing rapidly, and so are the resulting challenges for the human resources, way of working as well as new practices. The nature of work—how, where, and when the work gets done—is changing radically. While information and communications technology (ICT) has profoundly affected work processes in the past 20 years, such innovations have merely extended old work patterns, been evolutionary in nature, and optimized the last leg of the industrial age. Therefore it is very important to understand challenges caused by changes in the economic environment, business structures and working practices to estimate future opportunities.

2.1.1. Economic environment

The last eight years have seen great contrasts in the patterns and overall shape of economic activity, but have also seen extraordinarily rapid changes in the way

works gets done. In the middle of this period the world experienced the global financial crisis (GFC). In looking forward to the workplace of 2020, it is more useful to build a picture of the future having regard to how governments and businesses have responded to that recession. By and large these responses to the necessary restructuring of the workplace were executed in a more responsible fashion than they had been in the 1990s, primarily because there was a recognition that making changes to people’s working lives requires more respect and better communication, in everyone’s best interests, and also in order for particular businesses to retain competitive advantage through implementation of the major changes needed with their people. While no-one would wish another GFC on us, or even a second or double dip to follow from the first one, it is clear the rapid pace of economic and business development will continue, and so restructuring and change will be endemic features of how we must go about our work in the future. Therefore it is very important to see and to take advantage of changing economic environment in the context of globalisation (P.Wilson AM, 2010).

Globalisation is having dramatic impact on every country in the world today, particularly countries such as Latvia and Lithuania that are heavily exposed to an open world trading environment. Globalisation has become a bit of a hackneyed expression, and many people are confused about its essence. The pervasive nature of the integration of business and markets stemming from globalisation is now well under way across all world economies. Perhaps the nature of globalisation is best expressed by Thomas Friedman in his 2005 book *The World is Flat*:

“In future, each and every job will be competed for by people from all countries on the planet”.

As a major driver of our future, globalisation will continue to have material impacts on:

- Business strategies, structures and operations;
- Product mix selections, supply chain management and resourcing decisions, especially insourcing and outsourcing decisions;
- Most importantly, decisions on people including their education, employer and employee selections; workforce induction and career development; standards for performance and ethics; and ultimately their success on the job.

More broadly, globalisation can refer to a worldwide amalgamation of ideas, languages, and popular cultures. Populations are more mobile than ever before, both geographically and virtually. People can now engage in wide-ranging interactions with a broadly diverse segment of the world’s inhabitants.

Clearly, globalisation is a complex phenomenon that is no longer influenced exclusively, or even primarily, by the developed world. It is coming from everywhere. And in a globalized world, what are the new rules of engagement for businesses? What is a free market? What is a stakeholder? What is individual productivity? What is added value, and how do you measure it? And how do you balance business success with social obligations on a global scale? These

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2 Peter Wilson AM, National President, Australian Human Resources Institute, White Paper, People@work/2020, 2010
3 Friedman, T.J. (2005) *The World is Flat*, Farrar, Straus & Giroux, April 2005
questions and many more will challenge organizations and their leaders over the coming decade⁴ (CISCO, 2011).

### 2.1.2. Demographic change and aging population

According to L. Gratton increasing longevity will allow millions of people over the age of 60 who want to continue to make a contribution to the workforce. Global migration increases – migration will increase both to the cities and across countries as people move to gain education and better paid work.

Estonia, Latvia and Lithuania are being hailed by European Union (EU) leaders as examples of how austerity can lead to surging growth because they all cut budget deficits in the aftermath of the 2008 financial crisis. The reality is that workers are pouring out of all three countries, seeking to regain purchasing power that even the EU’s fastest growth rates have not restored. The Baltic nations have the EU’s fastest emigration rates. In 2010 at 23.7 people per 1,000, Lithuania’s emigration rate was the EU’s highest, according to Eurostat⁵. Since 2008, Latvia has lost more than 5 percent of its population, mostly young people, to emigration. The recent exodus peaked in 2010, when 42,263 people moved abroad, a huge number in a country of just two million now, according to Mihails Hazans, a professor at the University of Latvia. Lithuania will lose almost 8 percent of its workforce by 2016 as emigration outpaces immigration, birth rates remain low and the population grows older, Swedbank estimates⁷.

Due to the global recession and deep economic crisis, the labour migrant majority has transformed from low-skilled workforce to highly-skilled professionals who leave Latvia - scientists, doctors and businessmen. It is even talked about as the third wave of emigration that could have very negative consequences for the country’s economy⁸ (Brokane, Stalidzens, 2009).

The current crisis has led to a tendency for highly-skilled educated professionals to leave Latvia. Highly qualified professionals move abroad if they have a guaranteed place of employment or greater educational opportunities.

An important part of the labour migrants is formed by young people who go abroad for educational reasons. In 2007, the Ministry of Welfare carried out research inquiring graduates about their future prospects, and roughly 40% were interested in job opportunities abroad⁹ (Ministry of Welfare). Now, due to the recession, the government of Latvia has reduced funding for higher education and thus studying abroad in many cases is cheaper than in Latvia.

A continued exodus could make it harder to find workers to manufacture goods whose foreign sales have driven expansion. Lithuania, for instance, needs to

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⁴ Transitioning to Workforce 2020, White Paper, CISCO, 2011
⁵ Lithuania has the by far highest emigration rate in all of Europe, http://vilnews.com/2011-07
⁷ http://www.bloomberg.com
increase productivity to counter "negative demographic tendencies," Swedbank said in a March 2 research report, Bloomberg said. Since "given their aging populations, the loss of young educated people clouds the economic outlook further down the road"10 this is dramatically important to find out solutions and to use them accordingly taking into account advantages that have been introduced by “flat world”.

At the same time rural territories face significant challenges in a globalised world as the number of jobs in agriculture and public services is decreasing. But important factor is that information and communication technologies, as well as the changes in professional duties allow the community from these regions to participate in the knowledge economy11. The proportion of rural population is decreasing all over Europe; young and qualified people are the first to leave because of the lack of challenging jobs in the countryside. However the in-migration of qualified professionals, which have good market-contacts with the core regions, only to a small extent mitigates the decreases of socioeconomic activity in the periphery12(Grimes, 2000).

Despite a wide network of small and medium sized towns, regional development in Latvia is characterised by a dominance of its capital city, Riga and the surrounding territories. Consequently the rural population in Latvia is decreasing; in 1970 the proportion of rural inhabitants was 39%, in 2011 – 32%. Researchers forecast that this proportion will decrease to 25-26% in 2020 due to an increase of productivity and a consequent decrease in the number of jobs in agriculture13 (Latvian State Institute of Agrarian Economics, 2011). Along with the decrease of the number of inhabitants in rural areas the relative costs to maintain the infrastructure and services will rise. That might lead to an even more rapid decrease of the rural population. Therefore it is crucial to search for alternatives to maintain jobs in rural areas.

At the same time current researches indicates a minor scale in-migration of high-skilled professionals to remote areas. These people possess well-established contacts with the core markets and thus might have a significant positive impact on the local economy14 (Grimes, 2000). Therefore ICT and digital economy brings new solutions for workers in cities and rural areas.

2.1.3. Changes in technology and infrastructure

Defined as working outside the conventional workplace and communicating with it by way of telecommunications or computer-based technology smart work has many potential benefits for workers and employers. However the facilitation of smart work requires a shift in corporate culture and ways in organising our life

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10http://www.bloomberg.com, Liza Ermolenko, an economist with Capital Economics in London, said by e-mail.
11Baltina I, Vitola A, An Evaluation of the Demand for Telework and Smart Work Centres in Rural Areas: a Case Study from Latvia, submitted for publication
in general. From a regional and local point of view, distant work is a welcome opportunity to digitally participate from distant locations, including rural towns, in the knowledge economy. Thus it may serve as an instrument for regional development by attracting or at least keeping people outside metropolitan areas.

A paradigm shift called Smart Work is now emerging and is being driven by extreme changes in approaches to work, work cultures, business architectures, premises, decision-making, communications, and collaboration. These changes redefining “work” are transformational rather than evolutionary. Work is more distributed in terms of time and location, online activity is more collaborative, and peer-to-peer working models are supported by collaboration. High-end communication tools such as high-definition video and immersive telepresence replace physical meetings to a degree. The traditional office still exists, but does so in a vastly expanded universe that is not determined by physical space or geography. Commuting to work is done by choice, not by default. Smart Work Centers emerge beyond the realm of co-working, enabling high-end, well-serviced, and networked multifunctional environments. Smart Work is the evolution of work from a tethered model to one independent of time and place, as the type of work allows. In this way, Smart Work becomes a pure form of a networked way of working. Private and public work environments, both physical and virtual, are completely interconnected. Infrastructure, data, services, and applications are fully cloud-driven. Peer-to-peer and wiki-style work modes are mature, institutionalized ways of crowd sourcing and collaborative ways of decision-making. Economic clusters thrive through distributed and networked ways of operating. Traditional conventions governing work are obsolete.

Facilitation of work and the worker is service-centric, with various “workspace-as-a-service” models and offerings being mature and dominant. In table 1 number of benefits to organizations, communities, individuals, and economic clusters are summarised. According to CISCO15 these benefits are critical ingredients that forge resilient communities and organizations.

<table>
<thead>
<tr>
<th>Organizations</th>
<th>Communities</th>
<th>Individuals</th>
<th>Economic clusters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodate and attract a new generation of workers</td>
<td>Facilitate community participation and social inclusion</td>
<td>Enhance work-life balance by enabling employees to work independently from home or a telework center, reducing commutes and providing flexible work hours</td>
<td>Strengthen existing economic activity associated with a given community or organisation through a networked approach and, in addition, allow an open, innovative, and networked environment to incubate fresh enterprise</td>
</tr>
<tr>
<td>Facilitate competitiveness</td>
<td>Create a connected, open, low-threshold environment that spurs innovation and community-driven design, and</td>
<td>Enable access to a networked environment for people to work, learn, and produce within a larger peer group</td>
<td>Give rise to network-enabled value chains in which knowledge creation and transfer, research and development, product and services creation, and new markets emerge in a dynamic process</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th><strong>Enhance overall effectiveness and efficiency</strong></th>
<th><strong>Optimize resources and office space through diversification of space usage and flexible work environments</strong></th>
<th><strong>Encourage green operations</strong></th>
<th><strong>Foster an open environment that enables optimal exchange, collaboration, and innovation</strong></th>
<th><strong>Provide a larger network of peers from whom to source knowledge, skills, and information</strong></th>
<th><strong>Enable advanced and effective collaboration modes for fact-finding and decision making, especially</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance entrepreneurship within the enterprise</td>
<td>Reduce pressures on transportation grids by altering traffic flow and encouraging an environment/culture where physical transportation is an option</td>
<td>Mobilize people and organizations within the community, fluidly and effectively</td>
<td>Stimulate exchange and collaboration among public and private institutions</td>
<td>Foster economic cluster development by organizing people, investments, government support, and academic areas of excellence around communitywide Smart Work environments—both physical and virtual</td>
<td>Position cities, regions, cross-border areas, and countries as innovative and attractive</td>
</tr>
<tr>
<td>Enable micro-multinationals—from individuals to small businesses—to use the Smart Work network to innovate and co-create; enterprises can make enhancements to such innovations by providing financial, marketing, manufacturing, or services support</td>
<td>Increase energy efficiency of buildings</td>
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for organizations that have large, distributed geographies or are dealing with highly volatile conditions that require resiliency and quick responses

| Reduce operational expenses while redefining an organization’s capacity to produce, innovate, compete, and make effective and collaborative decisions |
| Substantially cut the cost of workplace resources |

In the recent "State of the Internet" report by Akamai Technologies\textsuperscript{16} internet and broadband connections in Latvia are ranked in the 4th place in the world with 8,9 Mbps. South Korea had the highest average connection speed at 14.0 mbps. This provides new solutions and can be seen as great advantage in the future in the light for SMART service development.

Lithuania as well is ranked among the leaders in the broadband performance according to the survey carried out by the Oxford University Said Business School and the University of Oviedo Department of Applied Economics on 2010\textsuperscript{17} (CISCO, 2011).

According to studies from Global Workplace Analytics 10 Top Telecommuting Jobs include IT professionals, Translation and interpretation, Sales personnel and consultants, PR managers, marketing specialists, Software developers, Customer service representatives, Health care, Graphic design, Education, Administrative managers, support. Therefore more and more jobs can be done from the distance with advantages of IT solutions.

### 2.1.4. Changes in society and working culture

With the availability of sophisticated collaboration technologies such as telepresence, a growing number of full-time employees will not work in a conventional office at all, but rather meet with their cohorts only occasionally to socialize and reinforce working relationships.


\textsuperscript{17}CISCO. White paper: Broadband Access in the 21st Century: Applications, Services, and Technologies, 2011
In light of rampant complexity and the many disruptive forces acting upon the global economy and workforce, it is not surprising that many observers foresee major changes to organizational structures and cultures in the years ahead. Thomas W. Malone, Thomas Friedman, Gary Hamel, OriBrafman, Rod Beckstrom, and a host of others have gained a wide audience with predictions and recommendations that focus on the flattening of hierarchies, decentralization, the importance of heterogeneous teams, and greater autonomy for individual workers. In general, the consensus is that organizational and management structures are changing, moving from a hierarchical, compartmentalized paradigm to a cross-functional, horizontal paradigm (CISCO, 2011).

Networking technology has already delivered anytime, anywhere communications and the opportunity for closer interactions and faster cycle times. The virtual organization takes advantage of this technology to create a modular, fluid infrastructure that can form and reform according to current needs, using contractors, consultants, and vendors located worldwide. It is not uncommon today to encounter virtually aggregated firms in which all the workers are essentially contractors, there is no headquarters or top management, and everyone works—offsite—wherever that may be.

Authors of Transitioning to Workforce 2020 are asking if the global workforce will be transformed into an army of individual contractors working on a Project-by-project basis for small companies or core organizations with few fulltime employees? That scenario is certainly possible, but it will not unfold within a single decade. What will come about is the proliferation of decentralized structures in which decisions are not so much delegated downward as they are integrated across three dimensions, among the people who have the direct expertise, authority, and information to carry them out. Lines of authority in such an organization are thus more lateral than hierarchical. This arrangement goes hand in hand with what is sometimes termed—permission—giving individual contributors the power to make decisions and take actions that previously required management approval (CISCO, 2011).

Cisco is promoting a new organizational paradigm designed to create a highly collaborative business ecosystem, and enabled through a culture of shared goals and networked technologies. To promote collaboration, multifunctional, multilevel work teams made up of both innovators and pragmatists will be able to form and reform according to current needs, drawing—internal freelancers from across the enterprise as well as bringing in contractors, consultants, and vendors. Reducing job compartmentalization will allow the organization to use its human capital more wisely. On the other hand, employees will not want to broaden their horizons to the degree that they lose sight of their own principal roles or value propositions. Subject-matter experts and specialists are important assets in any enterprise, and they must be identifiable and available so they can readily share their knowledge (CISCO, 2011).

Here the key aspects thinking on the role of libraries in economic development and creating jobs need to be considered. One of those would be the exchange of information and a known knowledge creation where the key is flexibility,

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19 ibid
20 CISCO, Transitioning to Workforce 2020, White Paper, CISCO, 2011
interdisciplinary cooperation and rapid learning, which can be seen as necessary competencies for successful smart working. The possibility to meet people and share ideas would be an issue to be considered for development of current library network in the new perspective.

According to Baltina and Vitola probably the future role of the libraries as a place for smart work possibilities should be seen as knowledge spaces for both formal work and informal encounter and for creating knowledge environment, exchange of experience, information and creating new ideas and knowledge. Therefore in case of Latvia the future perspective of development of smart work and probably creation of SWCs would be to consider establishing alternatives to the traditional library space, such as libraries that are integrated with other types of institutions, as well as new flexible library services. Results of the survey prove that these can include job matching or consultancies for starting business and development of entrepreneurship etc21.

2.1.5. Global trends in development of business support libraries

Public libraries especially those located in least developed border municipalities shall act as promoters of economic growth in a local municipality. Using their information, technology, human, resource and networking opportunities municipal libraries can be of benefit for the development of local entrepreneurship, innovations and the economic activity of local society. Libraries can foster opportunities for economic growth by encouraging business development as well by helping to retain and create jobs. Thus libraries face new economic challenges and societal pressures both on regional and local level22 (Kostagiolas, P., Margiola, A. and Avramidou, A., 2011).

Libraries become places for incubating community innovation, co–creation and engagement in culture and knowledge. Librarian becoming a digital avatar, interacting with users, learning about their changing needs, and even in the longer term, organizing our memories. The death of book – continuing emergence of new media formats. Customer satisfaction would be the priority of librarians. Librarians shall take a market-oriented approach to better meet their changing needs23 (Inayatullah, S., 2007).

A number of municipal public libraries of Denmark have been significantly reduced within the reform process of municipalities (when the number of municipalities were decreased from 270 to approx.100 municipalities) and were seeking for new services to be provided by public libraries. In overall around 25% of different public services provided by municipalities before were shifted to Public libraries. As libraries have appropriately skilled staff and other resources, the importance of public libraries in providing public services to citizens in Denmark has increased together with the digitalisation of different public services.

21Iveta Baltina, Alise Vitola Smart Work Centres for Regional Development: a Case Study from Latvia, 2013, submitted for publication
The study (Pors, 2010) has highlighted different public services libraries can offer to citizens, for instance, helping citizens with digital services, in the process of issuing passports and social security cards, change of medical doctors, change of residential address, application of simpler forms of social benefits, help with digital at services, application for support for housing and rent and medical bills (Pors, 2010). In Latvia, for instance, the issuing of the electronic signature rights to citizens is shifted to Public libraries.

Researchers have analysed the use of Public libraries as the meeting places in Norway24 (Aabø, S., Audunson, R. and Vårheim, A., 2010). The research showed that majority of people is not using library as the meeting place. However 21% of respondents of the research used a library as a place where to work on a common task with colleagues or friends, 14% of respondents participated in open meetings such as lectures and 16% of respondents used the library for social purposes, for instance, to participate in virtual discussion groups25 (Aabø, S., Audunson, R. and Vårheim, A., 2010).

Previous researches describe Public libraries in Sweden as a study centre, a meeting place, a broker and a motor for development. Researchers more address the issues of the improvement the service quality of Public libraries in relation to the adult learning. Researchers highlight new roles of librarians: the contact creator, an inspirer or a mentor/coach. These roles should be flexible and overlapping, that librarians can use them depending on the customer needs. However challenges are identified in this respect related to the proactive analyses and definition of a market and customer needs26 (Hallberg, A. and Sipos-Zackrisson, K., 2010).

2.1.5.1. From “book – oriented” to “customer oriented” service approach

Li, X. underlines the idea that libraries in order to be successful should provide a social platform for innovations and before that libraries should continuously become innovative in the services they provide. Moreover researcher highlights very important issue that library staff shall change from “book – centric” to “user – centric”. Li, X. underlines the importance of different marketing activities of libraries to reach the target audience. Moreover these activities should be tended towards the demonstration of the impact or customer needs the library services responds instead of just demonstrating the books27 (Li, X., 2006). This means that librarians should obtain business ability and change their approach of the work from the “book – oriented” to “customer - oriented” approach. Libraries should understand the values and needs of their customers to be more precisely targeted towards the demands of customers. Basically, library should act and work as the business not concentrating on books, but finding innovative services that attracts the customers.

25 Ibid
Researchers Scupola, A. and Nicolajsen, H.W. have analysed the role of the customer in the development of innovations in the libraries of Denmark. Researchers found that like in other organisations as well in libraries customers have to be involved in the development of innovative services. Researchers used examples from Denmark where customers suggested change of opening hours, consulted on other services needed, commented usability of e-services etc.  

Libraries need to assume their informative position including extensive information resources useful in supporting social and economic development. Specialised literature, legal information, technical standards, training courses in the use of technology, creating and hosting web sites, the work places for people and knowledge management services are examples of services that can be provided by Greek libraries (Kostagiolas, P., Margiola, A. and Avramidou, A., 2011).

As concluded by Li, X. a physical appearance is not the only that attracts the customers to library, most important is the development of services that respond to customer needs. The library should change the image from the warehouse of books to an active service point by providing different service packages, such as a space where to work with a laptop and a locker for the laptop when customer is taking a break. However the lifecycle of services is short, libraries shall continuously review, invent and reinvent services according to customer needs (Li, X., 2006).

What is clear that the library is undergoing a foundational shift in services, design and purpose (Inayatullah, S., 2007). Students come together and work on different projects, presentations and other ideas as in the laboratory (Li, X., 2006).


In order to facilitate the provision of appropriate services Li, X. lists equipment needed for libraries, such as a plotter for maps, a high-resolution projector, a...

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digital video camera, computers with graphic design software etc.\textsuperscript{34} (Li, X., 2006). Jing, G and Jin, C. have developed a framework of services in the physical and virtual environments of libraries. A physical environment consists of subject centre with reading and researching area, learning centre with training class rooms, presentation tutor, language learning etc., collaborative study space with personal workstation, group research room, innovation lab with multimedia station, thinking gymnastics, movie and music show and e-surfing, exhibition and communication area with coffee bar and exhibition area\textsuperscript{35} (Jing, G and Jin, C., 2009).

There is considerable growth in the use of computers and the Internet in Lithuanian companies. New networking opportunities are pushing organisations to change their internal culture and to implement knowledge management practices. The skills of enterprises have to been improved in product commercialisation, intellectual property management, marketing and global networking. Lack of information, lack of experience in the business, market entry barriers, lack of management, lack of finance and administrative problems inhibit the establishment of new SMEs. As from the investigated entrepreneurs almost all enterprises had internal and external experts in their companies in the process of development of knowledge management\textsuperscript{36} (Radzevičiene, D., 2008).

\section*{2.1.5.2. Management and staff of library}

Previous researches analyse the required skills and competences of the management of libraries to develop innovative services and to transform them according to market demands. Core capacities of library management are identified leadership, management, knowledge, interpersonal communication and self – cultivation\textsuperscript{37} (Sheng, X. and Sun, L., 2007). Castiglione, J. underlined that library administrators must simultaneously manage traditional information services and develop new services made possible by advances in technology\textsuperscript{38} (Castiglione, J., 2006). In order to promote the entrepreneurship and innovations the role of management of libraries has been identified in previous research: (1) develop strong and visible links with the municipal council and administration, (2) determine the extent of economic renewal activity in the community, (3) advocate the role of the library in economic development, (4) let go of any narrow definition of library service, remove restrictive policies and regulation, (5) initiate an active recruitment programme to ensure that the board is representative of the community. Moreover the management of library should first become as sales persons of library services\textsuperscript{39} (Skrzeszewski, S. and Cubberley, M., 1997). Now it is more necessary to pay attentions to main status and core functions of librarians and fully give play to enthusiasm, initiative and

\textsuperscript{34}Li, X. (2006) "Library as incubating space for innovations: practices, trends and skill sets", \textit{Library Management}, Vol. 27 Iss.: 67, pp.370 – 378


\textsuperscript{37}Sheng, X. and Sun, L. (2007), “Developing knowledge innovation culture of libraries”, \textit{Library Management}, Vol. 28 Nos 1/2, pp. 36-52


creativity of librarians during the knowledge innovation except for facilitating readers (Sheng, X. and Sun, L., 2007).

Library administrators who understand the importance of creativity to organizational learning, adaption and renewal, should attempt to identify and employ creative people\textsuperscript{40} (Castiglione, J., 2006). Librarian would need to be multi-skilled, understanding the diverse needs of different age groups, ethnicities, community groups – engagement with the community would be primary. However as concluded by researcher many librarians are unable to meet challenge of the skill shift. They are unable to be relevant with the new world disorder\textsuperscript{41} (Inayatullah, S., 2007).

2.1.5.3. Business and Marketing plan for the library

It is quite important for libraries to formulate a strategy, which identifies vulnerable social groups and to develop services according to their needs\textsuperscript{42} (Kostagiolas, P., Margiola, A. and Avramidou, A., 2011). Previously Rowley, J. has raised the question if libraries should have an innovation strategy. The researcher highlights that such strategy would help to clarify the type of innovations libraries should implement and foresee for future, as well as describe the process of management of innovations. Researcher justifies the need of strategy as such as it give the possibility to analyse the opportunities libraries have as well to assess the relevance of objectives and targets previously set\textsuperscript{43} (Rowley, J., 2011). Researcher were not mentioning specific cases or examples of innovations applied in libraries related to the promotion of entrepreneurship and has not addressed the questions that libraries acts as innovation promoters among the entrepreneurs. Researcher justifies the need of strategy as such as it give the possibility to analyse the opportunities libraries have as well to assess the relevance of objectives and targets previously set. Analyses and identification of most important resources available for the benefit of library and for providing existing and new services is of importance.

2.2. Internal environment

2.2.1. Institutional issues

2.2.1.1. Management and organisational structure

Pasvalys Marius Katiliskis Public Library

There are 33 libraries in Pasvalys district libraries network: Pasvalys Marius Katiliskis public library, 31 libraries in rural areas, 1 in urban area. Branch libraries are coordinated by library branch coordinator. Library administration consists of 4 departments. Adult Literature Department provides services in Periodical and Art Literature reading room, as well as is responsible for media

\textsuperscript{40}Castiglione, J. (2006), “Organisational learning and transformational leadership in the library environment”, \textit{Library Management}, Vol.27 No 4/5, pp. 289 – 299


\textsuperscript{43}Rowley, J., (2011), “Should your library have an innovation strategy?”, \textit{Library Management}, Vol.32 No4/5, pp.251 – 265
resources and book lending. Information and Education Department is responsible for providing services in Internet reading room, Internet and Foreign Languages reading room. Library has also Children’s Literature Department, one mobile library, as well as Cultural Heritage Documentation Center, which takes care of Marius Katiliskis Memorial room.

**Pakruojis J. Paukštelio Public Library**

Pakruojis Public Library is a central library with 22 branches (1 in Linkuva city and 21 rural libraries), which serves all district population. Public Library is administered by Director. Pakruojis Public Library has Reader Services Department, which provides general and Internet reading, as well as Children’s Literature sector.

**Biržai Jurgio Bielinio public library**

Library performs the function of the main library of Biržai district. The network of Biržai district public libraries consists from 27 libraries. Biržai public library has its branches in Vabalninkas town and 25 rural areas. Biržai public library is providing services for readers and Internet users through these rural libraries but also through 22 libraries located at municipal schools and kindergartners, professional schools (Biržai and Vabalninkas), Kid’s socialization centre in Kučgalys and in Rehabilitation hospital in Likėnai. All library branches have free access to the Internet and all visitors can use it for free.

**Bauska Central Library**

There are 40 libraries in Bauskas region (Iecavas district 6 libraries, Vecumnieku district 10 libraries, Rundales district 5 libraries, Bauskas district 19 libraries): 37 parish (pagasts) libraries and 2 children libraries in Bauska and in Iecava and Bauskas Central Library. Since April 2011 Bauskas Central Library performs central library functions and 17 district libraries are it's structural units. Bauskas Central Library finances all district libraries and their building repair works, excluding room maintenance, which is a responsibility of district councils. Seven supporting points in Gailiši, Jauncode, Rītausma, Code, Brunava, Ceraukste and Grenctāle parish libraries have been selected for development of BSL network in Bauskas region. Due to additional responsibilities work load has increased, as library does not have a possibility to hire additional employees or raise a salary which has not been raised since 2008, except for 4 district libraries where in 2013 information system ALICE were introduced. Bauska Central Library consists of the Department of Development of Information Resources, Customer Service Department and Bauska Children’s Library.

**Svitene Library**

Svitene Library is one of the 5 libraries of Rundales district. Head of the Library leads works of the library and is responsible for all tasks what has to be performed. She reports about library activities to head of Culture Division of Rundales district. All 5 libraries of Rundales district have an agreement with Bauskas Central Library on creation and availability of information resources. Heads of Rundale district library communicate by e-mail and phone.

2.2.1.2. Employees
Pasvalys Marius Katiliskis Public Library
There are 70 employees working in Pasvalys library network, and their average age is 46 years. Average amount of years spent in the organisation for the managerial level are 24 years, almost all of them have Masters degree in library and bibliography science. The competency improvement system what gave a possibility for libraries regularly to send employees to improve their work skills have been cancelled. Now choices are limited and employees select potential trainings from the list of provided opportunities sent by regional council. Most of the employees in last three years had training courses related to their work performance. Evaluation of a competence level of employees has not been carried out recently therefore it is difficult to evaluate the efficiency of those trainings.
Once in a month all employees including rural libraries have a meeting. In other time communication is through email or Skype.

Pakruojis J. Paukštelio Public Library
Pakruojis Public Library has 45 employees including 32 librarians. There are 37 librarians in the branch libraries. Children’s literature sector has established Foreign Language learning center and has 5 employees. There are 5 job positions in Internet Reading room, 1 employee works with catalogue OPAC, periodical reading room has 14 employees. The average age of employees is 50 years. This problem is especially acute in the rural libraries. Once in a month representatives from all libraries have a meeting. They communicate daily with one other by Lynac programme and e-mails.

Librarians constantly improve their competences attending different courses and vocational training although in future more attention has to be devoted for improvement of employee’s foreign language skills, as well as project writing and management skills. Workload for librarians is quite intensive: in 2012 on average one specialist per year served 216 users and 3711 visitors.

Biržai Jurgio Bielinio public library
Library has 27 employees in rural areas and 30 employees in Biržai. The average age of employees is 49 years and they are very experienced. Average age of years worked in this field is 20 years. The problems are salaries which has not been raised since 2008 and low prestige of librarians work.

Once in a month all employees including rural libraries have a meeting. Sometimes library organises meetings on special topic, for example, recently they had meeting about websites with guest speaker from Vilnius. Some years ago employees had an opportunity to have courses in competence raising centre. Now Ministry of Culture gives money to region and then they have studies in Panevezis. Ministry provides finances for books taking into account number of inhabitants.

Bauska Central Library
Bauska Central Library has 16 employees. 11 of them are librarians. 5 of them are involved in customer service, 4 employees are dealing with maintenance of IT systems, and an administrative level consists of 2 employees. 8 librarians have an appropriate librarian science degree. During the last three years employees
had extensive training in areas related to digitalisation of library systems, information search and service providing. Bauska Central Library has planned seminars on creation of information points for district librarians in 2013.

**Svitene Library**
Library has 1 employee with high school education and work experience of 46 years. Although library has equipment appropriate for business activities the age and lack of knowledge of employee related to the possibilities of IT technologies does not give the library an opportunity to develop entrepreneurship activities.

### 2.2.1.3. Services and customers

All libraries are providing traditional services for readers, collecting materials on local history, ensuring bibliographic work, organizing educational and information events as well as providing free access to the Internet.

The Lithuanian Integrated Library Information System (LIBIS) has been implemented by the Martynas Mazvydas National Library of Lithuania (NLL). The National Library of Lithuania is a principal Lithuanian research library open to the public and is simultaneously functioning as a parliamentary library. LIBIS has been developed in the process of updating the library system and enables users to search and request books online. LIBIS includes modules for statistical data processing and reservation of orders, and can be easily configured to incorporate additional library catalogues. Pasvalys, Pakruojis and Biržai libraries have access to LIBIS.

In the framework of cross border project Services for elaboration of at least 5 municipal e-services will be procured by each of 5 libraries on basis of jointly developed technical concept ensuring that jointly agreed provisions are followed. E-services will cover 5 main topics: 1) construction, renovation; 2) permits, licences, registration of new entrepreneurs, including tourism entrepreneur registration; 3) management of real estate; 4) taxes and finances (incl. Real estate tax, municipal fees); 5) procurement.

**Pasvalys Marius Katiliskis Public Library**
The main outputs of library in last three years are shown in following table.

<table>
<thead>
<tr>
<th>Outputs</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library collection size</td>
<td>288860</td>
<td>281950</td>
<td>279104</td>
</tr>
<tr>
<td>Number of users</td>
<td>8983</td>
<td>8995</td>
<td>8378</td>
</tr>
<tr>
<td><strong>Age &lt;18</strong></td>
<td>3389</td>
<td>3389</td>
<td>3133</td>
</tr>
<tr>
<td><strong>Age 18 – 62</strong></td>
<td>5145</td>
<td>5155</td>
<td>4827</td>
</tr>
<tr>
<td><strong>Age &gt;62</strong></td>
<td>449</td>
<td>451</td>
<td>418</td>
</tr>
<tr>
<td>No of visits</td>
<td>267402</td>
<td>274751</td>
<td>243528</td>
</tr>
<tr>
<td><strong>Age &lt;18</strong></td>
<td>101690</td>
<td>106410</td>
<td>88451</td>
</tr>
<tr>
<td><strong>PCs and Internet users</strong></td>
<td>118763</td>
<td>96101</td>
<td>85206</td>
</tr>
<tr>
<td>Lending</td>
<td>349901</td>
<td>352479</td>
<td>316792</td>
</tr>
<tr>
<td><strong>Age &lt;18</strong></td>
<td>90071</td>
<td>87498</td>
<td>71780</td>
</tr>
</tbody>
</table>
Library registers and issue books through electronic catalogue. Recently library has created several possibilities for the entrepreneurs to use e-services (e.g., entrepreneur contact information database, the database of vacant real estates to be used for business purposes, database of local business contact information, online tax declaration help for entrepreneurs).

Library provides following services:

- free internet access;
- printing, copying, scanning and faxing,
- specialist help to improve website quality for businesses,
- specialist help in computer skills,
- creating of business posters,
- an interactive guide of investments with purpose to acquire information for possible investment opportunities,
- an advertisement on new literature including business literature;
- a possibility to organise online conferences;

Pasvalys library has a mobile library bus what works half a year and goes to places with population 50-100 people, which don’t have libraries. It provides also access to Internet.

The library has a collection of business literature in the Business Information Center: there is a business shelf with dictionaries, reference publications, local and Lithuanian state maps, Who Is Who publications, European travel guides, foreign languages dictionaries. The library has also subscribed to a several online databases: Infolex Praktika, EBSCO, and Oxford University Press. It also provides online access to the Lithuanian libraries unified catalogue, local library catalogue, and data bank of national bibliography. The library is the only place in the city with the free public Internet access and the librarians are always keen to help with any questions. The library lacks of latest business literature and periodical business publications.

**Pakruojis J. Paukštėlio Public Library**

The main outputs of library in last three years are shown in following table:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library collection size</td>
<td>54538</td>
<td>56194</td>
<td>58587</td>
</tr>
<tr>
<td>Number of users</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>407</td>
<td>396</td>
<td>439</td>
</tr>
<tr>
<td>Age 18 – 62</td>
<td>1433</td>
<td>1453</td>
<td>1377</td>
</tr>
<tr>
<td>Age &gt;62</td>
<td>115</td>
<td>122</td>
<td>130</td>
</tr>
<tr>
<td>No of visits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>26158</td>
<td>28235</td>
<td>26362</td>
</tr>
<tr>
<td>PCs and Internet users;</td>
<td>7363</td>
<td>7742</td>
<td>7282</td>
</tr>
<tr>
<td>Lending</td>
<td>2010</td>
<td>2011</td>
<td>2012</td>
</tr>
<tr>
<td>---------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>14577</td>
<td>15953</td>
<td>14720</td>
</tr>
<tr>
<td>Age 18 – 62</td>
<td>20006</td>
<td>20866</td>
<td>19589</td>
</tr>
<tr>
<td>Age &gt;62</td>
<td>2507</td>
<td>3172</td>
<td>3011</td>
</tr>
<tr>
<td>No of e-services</td>
<td>7668</td>
<td>8150</td>
<td>7744</td>
</tr>
</tbody>
</table>

Library has a conference hall with 50 seats. One computer workstation is designed for the blind people. Internet access is free in all public library branches.

Library has quite recent economic, organization management, leadership and psychology book collection. Readers can find information on different agricultural and tourism issues, as well as read some Lithuanian periodicals. Pakruojis library is specialized to provide information in craftsmanship and home production.

**Biržai Jurgio Bielinio public library**

In future library plans e-service provision for issue of street vendor's sales permit, conference hall renting possibilities.

Library has centralised purchase of database access. It is not widely used by readers as they do not have enough knowledge to find inappropriate information. Since establishment of electronic service system for readers LIBIS in 2007, 37 businessmen and farmers and 146 users who study in business related spheres have purchased electronic reader's ticket. Biržai library has much smaller business related book collection as Pakruojis library although for entrepreneur start-ups library offers books on main principles of economics, logistics, management and finance. There are just few dictionaries and tourism related books. On average about 100 users are searching specific business related literature in Biržai public library. Small business entrepreneurs often use computers to make different payments and for tax declaration procedures.

The main outputs of library in last three years are shown in following table:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of users</td>
<td>1821</td>
<td>1834</td>
<td>1798</td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>732</td>
<td>742</td>
<td>725</td>
</tr>
<tr>
<td>Age 18 – 62</td>
<td>945</td>
<td>951</td>
<td>922</td>
</tr>
<tr>
<td>Age &gt;62</td>
<td>144</td>
<td>141</td>
<td>151</td>
</tr>
<tr>
<td>No of visits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>40793</td>
<td>39961</td>
<td>38663</td>
</tr>
<tr>
<td>PCs and Internet users;</td>
<td>10330</td>
<td>12607</td>
<td>10851</td>
</tr>
<tr>
<td>Lending</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>823</td>
<td>861</td>
<td>743</td>
</tr>
<tr>
<td>Age 18 – 62</td>
<td>320</td>
<td>265</td>
<td>200</td>
</tr>
<tr>
<td>Age &gt;62</td>
<td>458</td>
<td>515</td>
<td>503</td>
</tr>
<tr>
<td>No of times of e-services used</td>
<td>823</td>
<td>861</td>
<td>743</td>
</tr>
</tbody>
</table>
**Bauska Central Library**

Library has an Internet reading room, which was set up in the framework of project “The Digital Face of Latvian Libraries”. Bauska Central Library has an access to National Unified Library Information System. Library has traditional reading resources: the books and periodicals, as well as electronic resources: Nozare.lv, NAIS, EBSCO, LURSOFT. The library guide “Business in Library” has been created to provide informational help for entrepreneurs. If necessary, librarians train readers to use databases, as well as computer or Internet. These services, as well as delivery of the books are free of charge and can be provided at client’s place of living, as library rooms are not accessible for people with special needs. Library provides other free services as a possibility to receive electronic signature, as well as scan pictures and documents.

Functions of regional central library are performed in the framework of agreements between Bauska local municipality and Iecava, Rundale, Vecumnieku district councils. Bauska Central Library plans and provides methodological and consultative services for district libraries, as well as creates regional electronic library catalogue. 83% of regional book collection is entered in electronic database. Total supply of all regional book collection is 334003 units (01.01.2012.). Bauska Central Library regularly updates electronic catalogue posting information on new arrivals. It maintains local historical information database, too. Paid services are printing and copying, the replacement of lost library card, the night subscription of one periodical.

The main outputs of library in last three years are shown in following table:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library collection size</td>
<td>39824</td>
<td>13678</td>
<td>41648</td>
</tr>
<tr>
<td>Number of users</td>
<td>2803</td>
<td>1012</td>
<td>2806</td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>352</td>
<td>901</td>
<td>372</td>
</tr>
<tr>
<td>Age 18 – 62</td>
<td>2188</td>
<td>111</td>
<td>2140</td>
</tr>
<tr>
<td>Age &gt;62</td>
<td>263</td>
<td>294</td>
<td>274</td>
</tr>
<tr>
<td>No of visits</td>
<td>132854</td>
<td>17411</td>
<td>135926</td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>3168</td>
<td>15315</td>
<td>3348</td>
</tr>
<tr>
<td>PCs and Internet users;</td>
<td>640</td>
<td>606</td>
<td>529</td>
</tr>
<tr>
<td>Lending</td>
<td>11640</td>
<td>44544</td>
<td>117797</td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>14784</td>
<td>39644</td>
<td>15624</td>
</tr>
<tr>
<td>Age 18 – 62</td>
<td>91896</td>
<td>4900</td>
<td>89825</td>
</tr>
<tr>
<td>Age &gt;62</td>
<td>11046</td>
<td>12348</td>
<td>12056</td>
</tr>
<tr>
<td>No of e-services</td>
<td>9</td>
<td>12</td>
<td>14</td>
</tr>
</tbody>
</table>

Bauska Central Library takes into account interests of all readers. The biggest part of readers is students (39% from total amount of all customers). Main priorities for year 2012 were history, psychology, and Latvian literature. Additional books were obtained for support of entrepreneurship – books on marketing, management, economics, logistics, accounting, etc. Bauska central library is specialized in organization of educational activities like public

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44 Bauska Central Library
45 Bauska Children Library
seminars, trainings, conferences and meetings for youth and economically active population.

Distant readers can use electronic catalogue, databases and to obtain an information on services provided, as well as order books through webpage of library [http://www.bauskasbiblioteka.lv](http://www.bauskasbiblioteka.lv).

**Svitene Library**
The main outputs of library in last three years are shown in following table:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library collection size</td>
<td>8752</td>
<td>8112</td>
<td>6407</td>
</tr>
<tr>
<td>Number of users</td>
<td>292</td>
<td>203</td>
<td>175</td>
</tr>
<tr>
<td>Age &lt;18</td>
<td>67</td>
<td>43</td>
<td>71</td>
</tr>
<tr>
<td>Age 18 – 62</td>
<td>225</td>
<td>160</td>
<td>104</td>
</tr>
<tr>
<td>PCs and Internet users</td>
<td>110</td>
<td>95</td>
<td>72</td>
</tr>
<tr>
<td>Lending</td>
<td>14900</td>
<td>12478</td>
<td>7686</td>
</tr>
<tr>
<td>No of e-services</td>
<td></td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>

Registered users can obtain information on vacant Rundales district real estates, which can be rented for business purposes, as well as already has been rented out. Entrepreneurs can fill online application to request the rent for certain real estate, check the status of the application as well as cancel it. Registered users have their own online account where they can see agreements on rent, current status of bill payments and make transfers through Internet bank.

Another available e-service for registered users is interactive database “Landscaping”. It is possible to send a proposal to improve environment of Rundale district and later to receive a response from officials on possible action. Third e-service is a possibility for entrepreneurs or other authorised users to submit proposals concerning development processes to Rundale district municipality. It is possible to filter proposals according to their popularity.

Svitene Library does not have wide selection on business related books. There are around 20 items for business start-ups on main principles of marketing, finance and economics. 8 books are devoted to accounting principles and the same amount- for communication and leadership. There are some books on tourism and few dictionaries, too.

**2.2.1.4. Financing**

**Pasvalys Marius Katiliskis Public Library**

Primary source of income derives from the state budget. Supplementary sources include payments for services provided for individuals and legal entities, as well as funding from different projects. Last year Pasvalys Public Library reduced its administrative costs and increased spending for e-sources. The amount of finances received in the framework of ongoing projects decreased last year but still is higher as in year 2010. The project proposal writing to National Library with purpose to receive financing is a common practice but the success level is influenced by different external environment factors.
Libraries budget in 3 years period (2010-2012) LTL is shown in following table:

<table>
<thead>
<tr>
<th>Table 7 Budget of Pasvalys library</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>2010</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>67</td>
</tr>
<tr>
<td>Administrative costs</td>
</tr>
<tr>
<td>1 216 359</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>1. trainings:</td>
</tr>
<tr>
<td>841</td>
</tr>
<tr>
<td>2. books:</td>
</tr>
<tr>
<td>106 405</td>
</tr>
<tr>
<td>3. e-sources:</td>
</tr>
<tr>
<td>808</td>
</tr>
<tr>
<td>4. projects:</td>
</tr>
<tr>
<td>21 400</td>
</tr>
<tr>
<td>1 345 813</td>
</tr>
<tr>
<td>2011</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>67</td>
</tr>
<tr>
<td>Administrative costs</td>
</tr>
<tr>
<td>1 307 610</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>1. trainings:</td>
</tr>
<tr>
<td>590</td>
</tr>
<tr>
<td>2. books:</td>
</tr>
<tr>
<td>96 822</td>
</tr>
<tr>
<td>3. e-sources:</td>
</tr>
<tr>
<td>851</td>
</tr>
<tr>
<td>4. projects:</td>
</tr>
<tr>
<td>70 325</td>
</tr>
<tr>
<td>1 476 199</td>
</tr>
<tr>
<td>2012</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>65</td>
</tr>
<tr>
<td>Administrative costs</td>
</tr>
<tr>
<td>1 142 702</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>1. trainings:</td>
</tr>
<tr>
<td>397</td>
</tr>
<tr>
<td>2. books:</td>
</tr>
<tr>
<td>89 684</td>
</tr>
<tr>
<td>3. e-sources:</td>
</tr>
<tr>
<td>224</td>
</tr>
<tr>
<td>4. projects:</td>
</tr>
<tr>
<td>38 019</td>
</tr>
<tr>
<td>1 273 048</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>3 666 671</td>
</tr>
<tr>
<td>1 828</td>
</tr>
<tr>
<td>292 912</td>
</tr>
<tr>
<td>129 744</td>
</tr>
<tr>
<td>4 095 060</td>
</tr>
</tbody>
</table>

**Pakruojis J. Paukštelio Public Library**

During 2012 library decreased personnel costs but significantly increased administration costs. Almost twice increased financing for acquisition of books and periodicals.

Libraries budget in 3 years period (2010-2012) LTL is shown in following table:

<table>
<thead>
<tr>
<th>Table 8 Budget of Pakruojis library</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>2010</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>500 000</td>
</tr>
<tr>
<td>Administration costs</td>
</tr>
<tr>
<td>259 300</td>
</tr>
<tr>
<td>Other: Books and periodicals acquisition</td>
</tr>
<tr>
<td>27 095</td>
</tr>
<tr>
<td>2011</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>665 000</td>
</tr>
<tr>
<td>Administration costs</td>
</tr>
<tr>
<td>292 600</td>
</tr>
<tr>
<td>Other: Books and periodicals acquisition</td>
</tr>
<tr>
<td>33 200</td>
</tr>
<tr>
<td>2012</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>590 000</td>
</tr>
<tr>
<td>Administration costs</td>
</tr>
<tr>
<td>328 226</td>
</tr>
<tr>
<td>Other: Books and periodicals acquisition</td>
</tr>
<tr>
<td>64 000</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>1 755 000</td>
</tr>
<tr>
<td>880 126</td>
</tr>
<tr>
<td>124 295</td>
</tr>
</tbody>
</table>

**Biržai Jurgio Bielinio public library**

During the last three years library does not show significant increasing/decreasing trends in spending. In 2012 almost twice increased available finances for books and periodicals acquisition.

Libraries budget in 3 years period (2010-2012) LTL is shown in following table:

<table>
<thead>
<tr>
<th>Table 9 Budget of Birzai library</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>1 038 266</td>
</tr>
<tr>
<td>Administration costs</td>
</tr>
<tr>
<td>124 534</td>
</tr>
<tr>
<td>2011</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>1 094 475</td>
</tr>
<tr>
<td>Administration costs</td>
</tr>
<tr>
<td>134 725</td>
</tr>
<tr>
<td>2012</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>1 030 154</td>
</tr>
<tr>
<td>Administration costs</td>
</tr>
<tr>
<td>131 157</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>3 162 895</td>
</tr>
<tr>
<td>390 416</td>
</tr>
</tbody>
</table>
Other: Books and periodicals acquisition | 40 755 | 39 537 | 61 500 | 141 792

**Bauska Central Library**
Library receives financing from two main sources: Bauska municipality budget and budget form 3 other districts as a compensation for performing functions of Central library. There is no significant trend in changes of budget spending during last three years.
Libraries budget in 3 years period (2010-2012) LVL is shown in following table:

<table>
<thead>
<tr>
<th>Appropriation from municipality budget (LVL):</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>including allocation for book collection</td>
<td>9281</td>
<td>9590</td>
<td>10447</td>
</tr>
<tr>
<td>Including additional appropriation from districts for carrying Central Library function</td>
<td>7845 (3 districts)</td>
<td>7776 (3 districts)</td>
<td>7038 (3 districts)</td>
</tr>
<tr>
<td>Other income sources</td>
<td>1208</td>
<td>1081</td>
<td>742</td>
</tr>
<tr>
<td>Total</td>
<td>127538</td>
<td>126028</td>
<td>127474</td>
</tr>
</tbody>
</table>

**Svitene Library**
Library has constant personnel costs as there is only one employee. Financing for books is minimal, with slight tendency to increase.

<table>
<thead>
<tr>
<th>Personnel</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>3825</td>
<td>3825</td>
<td>3825</td>
<td>11475</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other (training, books, e - sources etc.), – please specify:</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>900</td>
<td>950</td>
<td>1000</td>
<td>2850</td>
<td></td>
</tr>
</tbody>
</table>

### 2.2.1.5. Existing infrastructure

**Pasvalys Marius Katiliskis Public Library**
Library has a hall with a possibility to gather up to 100 visitors. It has Internet reading room with 14 computer workplaces with Windows 7 OS installed and free Internet access, as well as projector screen and an interactive whiteboard,
which are available for public access. Pasvalys library network in total provides 260 computer workplaces.

Library provides a possibility to book work and study rooms. There is a multifunctional printer, which can perform scanning, copying and faxing. The library has also other office equipment allowing printing in colour, in A3 format. Additionally, paper cutting, laminating and binding services are provided. Library has a reading room with books in English, French, Norwegian but they do not provide language courses by themselves.

Investments of cross border project helped library to renovate and improve an accessibility of venues on the 1st floor. For renovation of other venues the technical design will be elaborated.

**Pakruojis J. Paukštelio Public Library**

Library provides hall with a possibility to gather up to 50 people. Library has Internet reading room with 15 workstations. In total, there are 115 working places equipped with computers in the region. Library branches merged into a single computer network. LIBIS system allows users to find relevant information, submit queries, to extend the reading time or create a personal folder. Library website [http://www.pakruojis.rvb.lt](http://www.pakruojis.rvb.lt) provides information on available services, as well as serves as login gate for registered users to use international databases.

**Biržai Jurgio Bielinio public library**

Library has a reading room for periodic, Internet access for 8 computers, 3 of those computers are located in the children’s library. The maximum usage time is 2 hours. The largest target group are children under 16, and mostly computers are used for games. Students mostly visit the library on Saturdays. Library has a hall for events up to 130 visitors, as well as smaller rooms for meetings. Building of new, appropriate facilities with several conference halls has planned during 2014 – 2020.

In the framework of cross border project library improved accessibility and established training class. In future business support library will be located in other building therefore one of the project tasks is the elaboration of technical design for building new library building in Biržai.

**Bauska Central Library**

Library Internet reading room has 14 workstations. One of the workstations provides access to subscribed databases (Letonika, Lursoft, NAIS, Nozare.lv, EBSCO), as well as analytical database of National Library of Latvia. Reading room has multifunctional equipment for scanning, printing in colour and copying, as well as separate copying machine.

Bauska Central Library is located in the 3rd floor of Bauska Cultural Centre and is not accessible for people with special needs. Room space is five times smaller as it has to be according to normatives.

With a help of cross border project investments this situation will be improved. One of the projects tasks is the Elaboration of technical design for renovation of business support library venues at Bauska Central Library, as well as modernization of municipal wireless Internet network in former Bauska district.
Improvement of accessibility and related renovation works will be carried out at business support library venues in Rītausmas public library. The mobile training class purchased by Bauska district municipality will be used to organise business promotion related seminars, trainings or conferences in the whole network of the 40 former Bauska district libraries.

**Svitene Library**
Svitene Library is located in municipality building and accessible for disabled people. There is Internet reading room with 5 workstations for customers. Library has a subscription for two databases but does not create their own databases. Library has multifunctional equipment for copying, scanning and printing. Library provides a possibility for organising meetings, as it has seminar room with computer and interactive whiteboard.

### 2.2.1.6. Partnership and cooperation

**Pasvalys Marius Katiliskis Public Library**
Library does not cooperate with Latvian libraries except Bauskas Central Library. Library participated in project “Libraries for Innovation” implemented by Ministry of Culture in cooperation with the Open Society Institute Assistance Fund for Lithuania (OSFL), the Martinas Mazzvydas National Library of Lithuania and several NGO. Participation in the project gave the possibility to install or upgrade public Internet access in all district libraries, created or upgraded 69 computer workstations for employees and users, received the server software for the blind and partially sighted at the total cost of more than 500 000 LTL. Project had also training component for librarians, as well as large-scale information campaign to attract residents to the library and promote its usage.

During the period of 2011 to 2012 the library implemented new services for local farmers running their own businesses. The services were implemented under the project “LIBR-A: To Help farmers in Pasvalys”. A website was launched offering free advertising services for local farmers and small business owners, a desktop publishing centre was established in the library offering for farmers the possibility to publish business cards, advertising fliers and product labels. During the project the library entered into partnership with Pasvalys District Local Action Group, non-profit organisation that works with a number of local successful businessmen, also with Lithuanian Farmers Association. Library has developed cooperation with employment agencies and gives direct support to unemployed.

**Pakruojis J. Paukštelio Public Library**
Library had organised events with other libraries involved in project (e.g. Bauskas Central library) but mostly in the areas not related to the business development.

**Biržai Jurgio Bielinio public library**
Library cooperates with Bauskas, Pasvalys and Pakruojis libraries. Fruitful cooperation with youth organisations has been developed during project public
discussions. This connection should be further developed during the implementation of different projects in the future.

**Bauska Central Library**

Bauska Central Library in cooperation with National Library of Latvia organised seminar on development of business environment for future or new entrepreneurs. One of the activities in this seminar was exchange of experience between entrepreneurs. Another activity related to business development in the region was a seminar on available consultative services. District libraries could serve as business information centres for entrepreneurship support.

In 2011 Bauska Central Library participated in pilot project for e-signature testing and became one of the client service centres. Library participated in event “Library attends user” and tough basic knowledge of IT to people with special needs at their place of living. As a result of this event 15 people were trained.

Bauska Central Library organises common events with club of entrepreneurs “Bauska 97”, Bauska municipality, as well as social services. International cooperation is developed with Pasvalys, Pakruojis and Biržai libraries.

**Svitene Library**

Svitene has historical cooperation links with Birzai Library mainly based on the personal contacts of management of both libraries. Svitene Library does not have any other cooperation with other libraries. It may have potential cooperation with Pakruojis Library, as they already had some common cultural projects.
2.2.2. Development of entrepreneurship

2.2.2.1. Environment for entrepreneurship development

Bauska County

Bauska County is located in Zemgale region and borders with Lithuania. Bauska borders with following municipalities: Iecava, Vecumnieki, Rundale and Ozolnieki. The municipal territory consists of the town of Bauska, Brunava, Ceraukste, Code, Davini, Gailisi, Islice, Mezotne and Vecsaule parishes, the administrative centre of the municipality is Bauska, located 68 km from Riga, 62 km from Jelgava and 19 km from the Latvia-Lithuania border. Bauska town has good strategic transit location as Motorway A7 – Via Baltic crosses Bauska town.

According to the Development programme of Bauska County (2012-2018), the total area of Bauska County is 786.6 km² of which the area of Bauska town is 6,14 km². Agricultural land covers the largest part 80,4%, forests – 13,8%, mining areas – 1,3%, water – 0,6% and other land 3,9%.

Bauska town is famous with its reconstructed castle of Bauska. The Castle is located in between 2 rivers Musa and Memele. Castle attracts lot of local and foreign tourists. The Bauska Castle Museum is based in the castle, which were established on 1990.

The museum's basic function is to study and preserve the cultural and historical values of the Bauska Castle as a unique architectural monument. The Bauska

Photo made by R. Hofmanis

http://www.tourism.bauska.lv/?kods=3000&val=en
Castle represents an example of military architecture in the period from 15th to 17th century. Its oldest part is the only Livonian Order fortress built especially for the use of firearms, but the newest part – a residential castle fortified with bastions, protective walls and earthen ramparts.\textsuperscript{47}

The number of inhabitants in Bauska County is steadily decreasing from 27 (in 2008) to approximately 25 thousand inhabitants in 2012.

\begin{figure}[h]
\centering
\includegraphics[width=0.5\textwidth]{figures/figure1.png}
\caption{Number of inhabitants in Bauska County from 2008 till 2012\textsuperscript{48}}
\end{figure}

According to the information provided by the State Revenue Service, the total number of entrepreneurs in Bauska County has been gradually increasing since 2010 and reached 2356 in 2012.

\begin{figure}[h]
\centering
\includegraphics[width=0.5\textwidth]{figures/figure2.png}
\caption{Number of entrepreneurs in Bauska County\textsuperscript{49}}
\end{figure}

As it can be seen in Figure below individual entrepreneurs and agricultural farms comprise the largest part by the number of entrepreneurs and this number is stable during last 3 years. Furthermore limited liabilities and joint stock companies is the only category with increasing number of entrepreneurs.

\textsuperscript{47}http://www.bauskaspils.lv/en/castle-and-museum
\textsuperscript{48}http://data.csb.gov.lv/Dialog/Saveshow.asp
\textsuperscript{49}Information source: State Revenue Service, not published
As it is shown in the Figure below, the largest number of economic entities belongs to the Agriculture, Forestry and Fishery industry.

Agriculture and crop, in particular is the main industry within Bauska County. According to the Development programme of Bauska County (2012-2018), the arable land covers 91% of the agriculture land. However agriculture farms develops as well as non – tradition types of agriculture, for instance, organic farming, planting of herbs, beekeeping etc.

According to the information of the State Revenue Service the industries with the largest amount of paid taxes are crop, beer production and poultry breeding. These fields are represented as well as largest companies by the annual turnover as described below.

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50 http://data.csb.gov.lv
Food and drink production is the second main industry after agriculture within Bauska County. As it can be seen in figure above, it is mainly ensured by the beer production and poultry breeding companies. However in Bauska County there are 15 companies represented in the food industry comprising 31% of the total number of entrepreneurs of manufacturing industry according to the data of Central Statistical Bureau.

In spite of the fact that tourism is not showing large inputs in terms of number of entrepreneurs or taxes paid, it is important field in Bauska County. Bauska County is often recognised with the tourism to castles and manors. As it is mentioned above Castle of Bauska is located in Bauska town. Moreover the castle of Mezotne is located in Bauska County. According to the information of Tourism Information Centre of Bauska, there are approximately 80 entities providing tourism services (accommodation, recreation, entertainment etc.).

According to the information of the State Revenue Service largest companies by the annual turnover in 2012 are as follows.

<table>
<thead>
<tr>
<th>Company</th>
<th>Annual turnover, LVL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
</tr>
<tr>
<td>&quot;LIELZELTINI&quot; ltd.</td>
<td>16,348,139</td>
</tr>
<tr>
<td>&quot;LRS MŪSA&quot; ltd.</td>
<td>3,751,790</td>
</tr>
<tr>
<td>&quot;UZVARA-LAUKS&quot; ltd.</td>
<td>3,214,162</td>
</tr>
<tr>
<td>&quot;KVĖLE&quot; ltd.</td>
<td>1,819,330</td>
</tr>
<tr>
<td>&quot;PS LĪDUMS&quot; ltd.</td>
<td>2,683,770</td>
</tr>
<tr>
<td>&quot;BAUSKAS TIRGOTĀJS&quot; ltd.</td>
<td>2,444,981</td>
</tr>
<tr>
<td>&quot;BAUSKAS ALUS&quot; ltd.</td>
<td>2,480,000</td>
</tr>
<tr>
<td>&quot;SAIMNIEKS-V&quot; cooper.</td>
<td>2,192,157</td>
</tr>
</tbody>
</table>

**Lielzeltini ltd.** has been dynamically developing and investing more 14,2 million EUR for last 17 years. Lielzeltini ltd. was established in Bauska town and has become as one of the leading poultry breeding companies in the Baltic States. Lielzeltini ltd. is having sales markets in Latvia as well as in other EU countries.

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51 Data source: State Revenue Service
52 Data source: State Revenue Service and Lursoft.lv
Lielzeltini is a prize-winner in the most popular competition among farmers *Sower* organized in 2004. The total turnover in 2012 was approximately 22.7 million EUR and number of employees reached 370. Thus Lielzeltini Ltd. is the largest company in Bauska county by the total turnover and number of employees.

**Uzvara – Lauks Ltd.** has been established in 1995 and is operating in the field of the agriculture – the crop in particular. The company has developed from 2252 ha to 5900 ha of the arable land. The main types of crops produced by Uzvara – Lauks are wheat, barley and canola. The company has two-grain dryers. According to the information provided by the State Revenue Service, the total turnover of Uzvara – Lauks in 2012 was 10.23 million EUR and number of employees was 104.

**LRS Mūsa Ltd.** is one of the leading companies producing the combined feed for pigs, cattle, sheep and goats. LRS Mūsa ltd. is one of the leading companies within this field in Latvia. According to the information of State Revenue Service, the total turnover of LRS Mūsa ltd. in 2012 was 65,43 million EUR.

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54 Information provided by State Revenue Service of Latvia, not published
56 [http://www.musabariba.lv](http://www.musabariba.lv)
Kvēle ltd. is one of the leading companies operating in the field of energy supply. The company is specialized in technical design, construction and maintenance of the energy supply and electrical objects. Kvēle ltd. has been established in 1992 and since then has got a wider range of clients, e.g. Latvenergo JSC. (main energy supply company in Latvia), road construction companies, public institutions and municipalities.\textsuperscript{57} The total turnover of Kvēle ltd. in 2012 was 4,57 million EUR and number of employees was 120.

Brewery BauskasAlus – Beer of Bauskaltd. – was founded in 1981. Company has initially operated as a part of interkolkhoz canning factory. Production started with traditional at that time sorts of beer: Marta alus (March Beer), Rigas alus (Beer of Riga) and Sencu alus (Ancestors’ Beer). Company started production of nowadays so famous sorts as Bauskas gaisais (Light Beer of Bauska) and Bauskas tumsais (Dark Beer of Bauska) in 1982. Since the dawn of the Company its brewers were true (and are today) to classic brewing technology, thanks to which Brewery has earned place on store shelves and in hearts of people. Company is constantly modernizing itself and works on product quality improvement, in order to provide product of the highest quality to consumers. “Bauskas gaisais” beer acquired title of Product of the Year 2006 in 2007.\textsuperscript{58} According to the information of State Revenue Service, the total turnover of Bauskas Alus in 2012 was 4,26 million EUR.

\textsuperscript{57}http://kvele.lv
\textsuperscript{58}http://www.bauskasalus.lv/en#index
Analysing the number of employed persons in Bauska County, it is increasing during last 3 years, which is seen as a positive factor showing the recovery of the Bauska County after last economic crises in Latvia.

The total amount of direct foreign investments attracted to the Bauska County since 1991 till the beginning of 2013 is 610 thousand euro. The major amounts of foreign direct investments are attracted from Israel, USA, Russian Federation, Lithuania and other countries.\(^{59}\)

As regards the number of employed persons, this number shows stable growth in last 3 years, as it is shown in figure below.

![Figure 6 Number of employees in Bauska County](image)

The number of unemployed persons has dramatically increased during the period of economic crises suffered in Latvia. Since 2010 the number of unemployed persons started slow decrease.

![Figure 7 Number of unemployed persons in Bauska County](image)

\(^{59}\)Data source lursoft.lv  
\(^{60}\)Data source: State Revenue Service  
\(^{61}\)Data source: National Employment Agency
According to the Development programme of Bauska County (2012 – 2018), there are 4 secondary schools, 8 primary schools and 2 schools of special education (1 primary and 1 secondary education), 11 pre-school education institutions (kindergartens), a school of arts, a music school, a sport school as well as a centre of children and youth.
Rundale County

Rundale County borders with Counties of Jelgava, Bauska and the Republic of Lithuania. The municipal territory consists of Rundale, Svitene and Viesturi parishes. The administrative centre of the municipality is Pilsrundale, located 80 km from Riga, 15 km from Bauska, 45 km from Jelgava.\(^6\)

According to the Development programme of Rundale (2012-2018), the total area of Rundale County 23 201.8 ha from which approximately 40% is Rundale parish, 25% - Svitene parish and 35% - Viesturi parish. Agricultural land covers the largest part – 77%, forests covers 15% and other land - 8%.

As described in Development programme of Rundale (2012 – 2018), historically Rundale County is characterised by strong and wealthy separate rural granges. When the period of Soviet times began most of the owners of these granges were repressed and the economic activity of these granges destroyed. After getting independence of Republic of Latvia ownership of most of granges were restored however the condition of them were in a critical condition requiring huge investments. Some of these granges have been developed as successful agricultural farms.

The same as Bauska County, Rundale County is as well famous and usually characterised with a palace of Rundale, manors of Svitene, Kaucminde and Bornsminde. This brings perspective of the development of the tourism.

\(^6\)http://www.tourism.bauska.lv/?kods=3200&val=en
The total number of inhabitants of Rundale County is steadily decreasing from 4,1 thousand inhabitants in 2008 to 3,6 thousand inhabitants in 2012. This is a negative factor.

![Figure 8 Number of inhabitants in Rundale County](image)

According to the information of State Revenue Service, the total number of entrepreneurs is increasing in Rundale County from 390 entrepreneurs in 2010 up to 405 entrepreneurs in 2012.

![Figure 9 Number of entrepreneurs in Rundale County](image)

As it is illustrated in the figure below, individual entrepreneurs and agricultural farms comprise the largest number of entrepreneurs. This number has not changed significantly and is stable within the period of last 3 years. The number of limited liability and joint stock companies has slightly increased recently.

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64 Data source: State Revenue Service, not published
Number of partnerships constitutes the smallest part and has not changed within last 3 years.

![Graph showing number of entrepreneurs divided by legal status in Rundale County](image)

**Figure 10** Number of entrepreneurs divided by legal status in Rundale County

Analysing main industries represented in Rundale County, the largest number of enterprises are from the agriculture industry.

![Graph showing number of economic entities by industries in Rundale county in 2011](image)

**Figure 11** Number of economic entities by industries (acc.NACE 2) in Rundale county in 2011

As it can be seen in the Figure below the largest industries by paid taxes in 2012 were museums and crop production.

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65 Data source: State Revenue Service
Agriculture by all terms is one of most important industries in Rundale County. Main types of the agricultural production in Rundale County are crop production, cattle breeding, planting of vegetables. Most of the agricultural production is gained as the primary agricultural products and are not processed. There is one organic farm "Bio Dynamic". According to the information of the State Revenue Service as it is shown in the table below, companies with the largest turnover in 2012 were mainly related to the field of agriculture: agricultural farms: “Sējas”, “Urštēni”, “Sintijas”, “Ceriņi”, “Spārņi”, “Zemgalī”, “Druvas”, “Kaži” and agricultural cooperative "Kviesis".

<table>
<thead>
<tr>
<th>Company</th>
<th>Annual turnover, LVL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
</tr>
<tr>
<td>Agricultural farm &quot;SĒJAS&quot;</td>
<td>1,297,960</td>
</tr>
<tr>
<td>Agricultural farm &quot;URŠTĒNI&quot;</td>
<td>542,389</td>
</tr>
<tr>
<td>Agricultural farm &quot;KAŽI&quot;</td>
<td>753,910</td>
</tr>
<tr>
<td>Agricultural farm &quot;SINTIJAS&quot;</td>
<td>640,980</td>
</tr>
<tr>
<td>Agricultural farm &quot;CERINI&quot;</td>
<td>514,662</td>
</tr>
</tbody>
</table>

Agricultural farm “Sējas” and “Urštēni” have developed as the largest enterprises within Rundale County. These farms are specialised in crop. Sējas operates within 2000 ha of the agricultural land.

Agricultural farm Kaži is one of 3 companies in Latvia specialised in the production of the cabbage. From all 3 companies in Latvia, Kaži has the largest area of the plants of cabbages.

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67 Data source: State Revenue Service  
68 Data source: State Revenue Service and lursoft.lv  
69 Data source: M.Gailite, Biedriba “Latvijas Dārznieks”, Dārzenkopības nozare eksperta ziņojums, 2012
Tourism is the second most important industry with the values of the historical heritage located in within Rundale County. **Museum of Rundale Palace** is one of most famous touristic objects in Latvia attracting local and foreign tourists. As it is shown in the figure below the number of tourists visiting palace of Rundale is significant and it is noticeably increasing since 2010.

![Figure 13 Number of visitors in Rundale Palace](http://rundale.net/informacija/dokumenti/statistika/)

Museum was developed gradually since 1924. During Soviet times palace were used as the warehouse for the crop production and just small part of the palace were used as a museum of Bauska District. Since 1972 Rundale Palace is operated as a separate museum and reconstruction works started. In now days the museum attracts tourists by the famous garden of different flowers, by historically reconstructed and restored interior of the Palace and different public and private events organised there.

Moreover, according to the information provided by the State Revenue Service, the museum of Rundale Palace employed largest number of employees (in total 136) in 2012 among all employers in Rundale County. The annual turnover was 72 1997,59 lats in 2012.

The palace of Rundale is an important promoter for the development of other tourism services. There are developed several companies providing tourism related services, for instance, the accommodation, guided excursions, recreation in Sauna and SPA, cafes, transport services, production of souvenirs etc.

The total amount of direct foreign investments attracted to the Rundale County since 1991 till the beginning of 2013 is 7114 euro. The foreign direct

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investments are attracted from Lithuania, Germany, UK and Ireland.\textsuperscript{71}

Analysing the number of employed persons in Rundale County, this number gradually is increasing during last 3 years. That is seen as a positive tendency.

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{number_of_employees}
\caption{Number of employees in Rundale County\textsuperscript{72}}
\end{figure}

Analysing the dynamics of the unemployment situation in Rundale County during last 5 years, the number of unemployed persons has jumped to 408 in 2010 from 93 in 2008. Since 2010 the number of unemployed persons is decreasing slowly.

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{number_of_unemployed}
\caption{Number of unemployed persons in Rundale County\textsuperscript{73}}
\end{figure}

There are 1 vocational education institution, 1 secondary school, 2 primary schools and 1 pre-school education establishment in Rundale County.

\section*{Birzai District}

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{birzai_district}
\end{figure}

\textsuperscript{71}Data source lursoft.lv
\textsuperscript{72}Data Source: State Revenue Service
\textsuperscript{73}Data Source: Development Programme of Rundale (2012 – 2018)
**Biržai district municipality** is the farthest to the north municipality of Lithuania, situated in Panevėžys county, at the border with Latvia.

There are 17 lakes (the largest whereof – Širvėna – the oldest artificial lake in Lithuania, formed in the 16th century).

“Biržai region is famed for its dolines (about 9000) and dolomite outcrops of the Nemunėlis and Apaščia river scarps. The total area of Birzai district is 1476 km² that is 18.7 % of the total area of the county. Agricultural land makes up 64.4 %, forests – 26.3 %, roads – 1.3 %, built-up area – 2 %, water bodies – 2.1 %, other land – 3.8 % of the municipality. Administrative centre of the district is located in the Birzai town. There are two towns – Biržai (municipal centre) and Vabalninkas, and four townships – Kupreliškis, NemunėlioRadviliškis, Pabiržė and Papilys.”

According to the information of the department of Statistics (Statistics Lithuania), the total population of the Birzai district was 22026 on the beginning of 2013. Approximately 52% of the total population lived in the rural areas and 48% lived in both towns.

The total number of economic entities has been decreasing since 2009 till 2012 and starts slow increase in during 2012.

![Figure 16 Number of economic entities in operation in Birzai d. at the beginning of the year (from 2009 – 2013)](image)

As it can be seen in the figure below, the individual enterprises comprise the largest part closely followed by the private enterprises in the division of economic entities by the legal form. There are in smaller proportion agricultural companies, cooperatives and state owned companies. However the number of agricultural companies does not show the exact number of entities working in the field of agriculture, as this figure shows just legal form and not the field of agriculture.

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75[The department of Statistics (Statistics Lithuania) http://db1.stat.gov.lt](http://db1.stat.gov.lt)
operation.

![Figure 17](image.png)

**Figure 17** Number of economic entities in operation divided by legal forming in Birzai d. at the beginning of 2013\(^{76}\)

As regards the division of economic entities by the industries or directions according to NACE 2 classification, the major part of economic entities belongs to the trade and machinery repair directions, which is closely followed by other services. As it is shown in the figure below, manufacturing and recreation are next represented fields of operation by economic activities. These are followed by the fields of agriculture and education.

![Figure 18](image.png)

**Figure 18** Directions of economic entities (divided by NACE 2) in Birzai d. at the beginning of 2013\(^{77}\)

The development tendencies over the past five years shows that the number of economic entities of the fields of trade and machinery repair has decreased steadily. The number of entities of operating in the field of other services has increased gradually, in particular, in last two years. The number of manufacturers keeps stable positions with minor fluctuations. At the same time

\(^{76}\) Statistics Lithuania http://db1.stat.gov.lt

\(^{77}\) Statistics Lithuania http://db1.stat.gov.lt
the number of economic entities operating in the field of agriculture, forestry and fishery is slowly decreasing during past four years.

The highest number of industrial enterprises, mostly flax yarn and linen, beer production, wood processing enterprises, bakeries, is concentrated in Biržai.

The total turnover of the particular industries shows the importance of this industry within the local economy. As it can be seen in the figure illustrating turnover of the main industries, the mining and manufacturing plays most important role within the local of economy of Birzai district. This industry is closely followed by trade and machinery repair being as second leader by the number of economic entities.

*All economic activities according to NACE, except for agriculture are covered

From old times Biržai region is famous for its brewers and excellent beer. In the past beer making was practiced in nearly every home, each with his own

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79 Statistics Lithuania http://db1.stat.gov.lt
recipes, passed on father to son for generations. Today several Biržai breweries continue the production of traditional recipes. Moreover breweries act as well as interesting attraction for tourists by the “Beer Way” excursion, which is accompanied by the show of beer making traditions organized in the regional museum „Sėla” located in the Biržai castle.

Biržai may be called a resort town, whereas it is rich in vegetation, crossed by two rivers. There are two lakes in the Birzai town. This forms good base for the local and international tourism development. River routes by offen used by canoe racers unify Lithuania and Latvia, as well as shows interning shores with openings of dolomite rocks. You will be surprised how well you can rest and actively spend time.

Birzai is recognized the most beautiful and best preserved old wooden buildings in Lithuania, in particular the Catholic churches located in Birzai. The traditions of old wooden architecture and construction of wooden houses are successfully continued by some entrepreneurs in nowadays.

There is an organic farming developed in Birzai district by Tatula programme (the first complex environmental programme in Lithuania, focused on organic farming). According to the statistics the value of the gross agricultural production has increased since 2009. As it is shown in the picture below there has been an increase in both - in the crop as well in the animal production thus demonstrating positive tendency. However Birzai produces the smallest amount of production comparing to Pasvalys and Pakruojis districts.

![Figure 21 Agricultural production in Birzai d., EUR thousand](http://db1.stat.gov.lt)

The largest companies by the annual turnover (where turnover exceeds 1,4 million EUR) and well recognized companies are as follows.

"Agaras" UAB - The main activities are the slaughter of animals and trade in carcass meat. The long-term strategy of the company is oriented to slaughter of animals and modernization of the slaughterhouse to meet EU requirements for food preservation, hygiene, veterinary, environmental protection and other. Currently, the slaughterhouse of Agaras UAB is one of the largest and most modern among slaughterhouses in Lithuania.

"AB “Siulas” - The spinning and weaving industry and the art of weaving have been associated with Lithuania for centuries. So it is only natural that AB Siulas is part of the family of linen producers. AB Siulas can truly be called one of the oldest textile mills in Lithuania. It was founded in 1928 at a remarkable site, the

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80 Statistics Lithuania http://db1.stat.gov.lt
Astravas estate, located outside Birzai on the north side of the Sirvena lake. The Astravas Palace was built in 1862 by Duke Jonas Tiskevicius. The palace was ruined and later rebuilt many times, and in 1930 it was adapted to the practical needs of the plant. Now it is owned by AB Siulas. Over 500 employees currently work at the plant."81

Cygo-KalkioTUB „Rinkuskiai“ - Brewery Rinkuskiai was established in the year 1991 in Birzai region known as Beer Country in Lithuania. The brewery stands No5 in the market right after 4 largest breweries in Lithuania and holds 3.5 percent of the market share. Brewery Rinkuskiai has been investing in innovations – the company has the most modern brewing equipment, new buildings were built and renovations made only a year ago. The company plans to implement ISO-9001 standard system and to extend beer export to Latvia, Estonia and the United States."82

“Swedlit AB Baltija“ - This is relatively new and young company, with Sweden ownership. The main activities are preparation and accumulation of plastic, metallic and glassy details.

“Tyla” UAB - The main activity is manufacturing of wooden products – saunas, various types of houses. Company keeps hotel as well. Hotel "TYLA" is situated in the outskirts of Birzai town, in the town park zone near Kiluciai lake and the Apascia river. The hotel construction works were completed in 1998 and in the same year it welcomed the first visitors."83

81http://www.birzai.lt/index.php?797185245
82http://www.birzai.lt/index.php?797185245
83http://www.birzai.lt/index.php?797185245
Brewery “Birzualus” one of the oldest breweries in Lithuania, established in 1686 by Liudvika Karolina Radvilaite. Since May 2004 the new stage has been started in the brewery. Today mash is being fermented in closed cylindrical vessels what gives more possibilities to improve the quality of beer. In nowadays the latest technologies are used to produce high quality beer, still keeping former traditions: the beer is being matured in old cold basements. Then matured beer is clarified and after that poured into bottles. Scalded beer is poured into plastic bottles whereas not scalded beer is poured into barrels. All beer types have saved the best beer production traditions typical to the North of Lithuania. During the reconstruction of the brewery, the old cellar was found which, probably, could have been set in approximately 1882. In 2004 this unique heritage was reconstructed and today there hospitably accepted trips, which for a certain fee here also have the opportunity to see the brewery and taste our beer.84

The investments made into tangible fixed assets as well demonstrates overall tendencies of the business environment. As it can be seen in the chart below that fixed assets in absolute figures and as well relative figures (investments per capita) are notably increasing from 2010 after small fall in 2009. This means that entrepreneurs are investing more into the fixed assets, in particular, in technologies, equipment, machinery, construction, etc., to ensure further development of the companies.

84http://www.birzualus.lt/birzualus.php?RF=eapie
Comparing to Pasvalys and Pakruojis districts, unfortunately Birzai has the smallest amount of investments in fixed assets in absolute and as well in relative numbers.

Analysing the number of employees at the beginning of the year, this number steadily decreasing since 2009.

The figures below show the number of the registered unemployed persons and their relative proportion to the working age population in Birzai district. The number of the unemployed persons reached the highest number at the beginning of 2010 during the period of economic crises, and since then started to decrease, but still is considerably high comparing to the number of employed persons.

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85 Statistics Lithuania http://db1.stat.gov.lt
86 Statistics Lithuania http://db1.stat.gov.lt
87 Statistics Lithuania http://db1.stat.gov.lt
According to the information of the municipality of Birzai district, there are 1 gymnasium, 3 secondary schools, 9 main schools and 1 youth school, 6 kindergartens, music school, sport school, centre of special education, Help centre for students, teachers and schools, as well 1 vocational school - Biržai technology and business training centre with branches in Biržai and Vabalninkas.88

Pakruojis District

Pakruojis district municipality is located in the north eastern part of Šiauliai county, at the border with Latvia. Moreover Pakruojis town is located near two major cities Šiauliai (~40 km to the west) and Panevežys (~50 km to the southeast).

Agricultural land makes up 71.4%, forests – 19.5%, roads – 1.6%, built-up area – 2.3%, water bodies – 2.0%, other land – 3.1% of the municipality. The total area of the Pakruojis district is 1316 km² (15.4 % of the county's area).

According to the information published, the total population of the Pakruojis town in 5676, which is approximately 21% of the total population of the Pakruojis district (that is 27 432).

Pakruojis is one of 2 towns in the district and the administrative centre of the Pakruojis district municipality is located there.

87 Statistics Lithuania http://db1.stat.gov.lt
88 http://www.birzai.lt/index.php?-1711443202
The total number of economic entities in Pakruojis district is increasing moderately since 2006. However in the post economic crises period this number slightly decreased from 402 in 2011 to 383 at the beginning of 2013. The fluctuations of the number of economic entities are shown in the figure above.

The figure above shows the total number of economic entities (divided by NACE 2) at the beginning of 2013. Predominating directions of economic activities (divided by NACE 2) in the Pakruojis District include:

- Wholesale and retail; motor vehicle and motor cycle repairs, personal and household accessories repairs
- Agriculture, hunting, forestry, fishing;
- Transport and storing;
- Manufacturing;
- Recreation, entertainment and arts services;
- Construction and building;
- Accommodation and food services;
- Mining and quarry exploitation;

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99 Statistics Lithuania http://db1.stat.gov.lt
90 Statistics Lithuania http://db1.stat.gov.lt
- other services and business activities.

The fluctuations of main directions of economic entities over the past five years have shown that the number of economic entities of directions of trade and machinery repair, agriculture and manufacturing has decreased.

![Figure 27 Fluctuations of directions of economic entities in Pakruojis d., beginning of the year 2009 – 2013](image)

Whereas the number of economic entities of directions of recreation, entertainment and arts, transport, logistics and other services has increased since 2009.

![Figure 28 Turnover of the economic entities at the beginning of 2010 in Pakuroojis, EUR thousand](image)

*All economic activities according to NACE 2, except for agriculture are covered

Analysing the turnover of the main industries at the beginning of 2010, the trade and machinery repair is in the leading role. The mining and manufacturing has the second largest share. As the figure below does not include statistics about the

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agriculture sector, the full situation is not illustrated, but a figure at least gives insight into main economic directions. This situation is closely similar to the number of economic entities shown in the figure above.

As it can be see in the figure above, private companies bears the largest proportion in the division of economic entities by the legal form. The number of individual entrepreneurs closely follows the number of private companies.

"In the district, small enterprises, producing bakery products and confectionery, flax fibre, timber, ceramic products, crushed dolomite, are prevalent. Soil is favourable for growing various agricultural crops. It is an important region of agriculture and manufacture of building materials."  

In spite of the fact that the potential of cultural and natural tourism potential is still underused, it has been set as one of the directions for strategic development of Pakruojis district.

"Pakruojis manor, the territory of which is 48,2 ha with 34 monumental buildings is one of the largest and nicest manors in Lithuania. Currently Pakruojis manor homestead is mostly visited as a museum under open sky. Visitors can admire manor interior, examine buildings, and listen to the concerts

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given there." There are projects initiated and implemented in order to develop the surrounding area of this manor, for instance to open a hotel, a café, a modern conference centre, health and craft centres there.

The Rest and Tourism Centre is established and located in this manor with main responsibilities of tourism development, collection and dissemination of tourism related information, providing tour guide and other services.

Furthermore the agriculture is significant industry in the district employing most of the population, particularly in plant growing and cattle breeding. In total 92,1% of the agriculture land is covered by arable land. The figure below demonstrates the amount of agricultural production since 2009. The crop production comprises the major share of the total gross agricultural production and it shows substantial increase since 2009. Moreover as well the amount of the animal production shows stable growth since 2009. The amount of the gross agricultural production in the growth slightly follows the amount produced in Pasvalys district (having the largest amount comparing to Birzai and Pakruojis d.).

![Figure 30 Agricultural production in Pakruojis d., EUR thousand](http://www.pakruojis.lt/sites/default/files/lag_pakruojis.pdf)

**Figure 30 Agricultural production in Pakruojis d., EUR thousand**

"Dolomite is most common of the minerals found in Pakruojis District. Different size fractions of dolomite fines, stone mixtures, and dolomite siftings are made of dolomite rock. Dolomite is often used to produce concrete and asphalt and has various applications in road construction, manufacturing, and industry."  

"Pakruojis District for years is favourite for brewery traditions. There are a couple of breweries, including A. Udrienė's individual company, which makes a live, non-pasteurized beer „Jovarai“ from barley malt, hop and water."  

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95 http://www.pakruojis.lt/en/content/about-district  
96 Statistics Lithuania http://db1.stat.gov.lt  
97 http://www.pakruojovvg.lt/sites/default/files/lag_pakruojis.pdf  
98 http://www.pakruojis.lt/en/content/about-district
Analysing the amount of investments in tangible fixed assets during previous years (at the beginning of year), there is positive increase of investments since 2009. Moreover Pakruojis district has not suffered decrease of the investments comparing to Birzai and Pasvalys districts, which is seen as the strength.

<table>
<thead>
<tr>
<th></th>
<th>Investment in tangible fixed assets in Pakruojis d., EUR thousand</th>
<th>Investment in tangible fixed assets per capita in Pakruojis d., EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>17,063</td>
<td>683</td>
</tr>
<tr>
<td>2010</td>
<td>24,510</td>
<td>1,002</td>
</tr>
<tr>
<td>2011</td>
<td>26,812</td>
<td>1,110</td>
</tr>
</tbody>
</table>

Figure 31 Investments in tangible assets in Pakruojis d., EUR<sup>99</sup>

Analysing the total number of employees employed in the Pakruojis district, this number does not demonstrate the positive tendency since 2009. However positive fact is the number has shown small increase in last year.

Figure 32 Number of employees at the beginning of the year in Pakruojis d.<sup>100</sup>

The same as in Birzai district as described above, the number of registered unemployed persons and the ration of unemployed persons to the working age population in Pakruojis district have grown up to 2000 at the beginning of 2010 and since then started slight decrease.

<sup>99</sup> Statistics Lithuania http://db1.stat.gov.lt
<sup>100</sup> Statistics Lithuania http://db1.stat.gov.lt
As regards the education possibilities in the Pakruojis district, there are 2 gymnasiums, 3 secondary schools, 14 mainstream schools, 4 primary schools, 2 schools-kindergartens and 7 pre-school establishments, Zeimelis Agricultural School, Music school, Sports school and Pakruojis Youth and Adults Education Centre.

Figure 33 Ratio of the registered unemployed persons to the working age population and absolute number of unemployed in Pakruojis d.\textsuperscript{101}

\textsuperscript{101}Statistics Lithuania http://db1.stat.gov.lt
Pasvalys District

Pasvalys district municipality is located in the north of Lithuania, in Panevėžys county, at the border with Latvia. The region is characterised by a flat terrain (Žiemgala, Mūša–Nemunėlis lowlands); it is a region of fertile river valleys. There are 2 lakes and 4 ponds.102

The total population of the Pasvalys district is 32,530 (11.4% of the county’s population). The total area of the Pasvalys district is 1,289 km² that is 16.4% of the total area of the Panevezys county. Agricultural land makes up 75%, forests – 16.6%, roads – 1.8%, built-up area – 2.5%, water bodies – 1.9% and other land – 2.1% of the municipality. There are two towns – Joniškėlis and Pasvalys, and seven townships – Daujėnai, Krikliniai, Krinčinas, Pumpėnai, Pušalotas, Saločiai, Vaškai.103 Pasvalys is the administrative centre of the district municipality.

Pasvalys District has a good strategic location for tourism: the motorway Via Baltica (European Motorway 67) crosses Lithuania’s territory and extends from Prague through Warsaw, Kalvarija, Kaunas, Riga, Tallinn where a ferry line to Helsinki can be taken. This road connects Lithuania to Poland and Latvia. Each year visitor interest in various tourist attractions is rising.104

The general map of investment objects in the field of tourism, industry and services can be found in web (as shown below) attracting investors and providing detailed information regarding the objects and fields in general. This is seen as good approach in the development of the business environment in the district.

104http://investicijos.pasvalys.lt/next.php?title=Tourism_and_Recreation
The total number of the economic entities in Birzai district has been changing with the falls and ups during last five years. Comparatively significant decrease was during 2009 reaching the lowest number (in total 438) of economic entities. This number has been gradually increasing reaching in total 449 economic entities at the beginning of 2013.

As it shown in the figure below the major part of economic entities comprise private companies (62%) and individual entreprises (32%) divided by the legal form. There is notably minor proportion of agricultural and state owned companies, as well as cooperatives.

106 Statistics Lithuania http://db1.stat.gov.lt
Analysing the number of economic entities divided by the directions of fields of operations according to the NACE 2 classifications, the fields of trade and machinery repair, as well as other services comprise the largest number of economic entities. However an important fields or directions of economic entities are manufacturing, recreation, agriculture and education as well.

According to the information of the Department of Statistics (Statistics Lithuania), the majority of district service enterprises provide health care services and are involved in social work. The minority of enterprises are engaged in IT and related activities, provided sewage and refuse disposal, recreational, cultural and sporting services.\(^\text{108}\)

\begin{figure}
\centering
\includegraphics[width=\textwidth]{figure36.png}
\caption{Number of economic entities in operation divided by legal forming Pasvalys d. at the beginning of 2013\(^\text{107}\)}
\end{figure}

\begin{figure}
\centering
\includegraphics[width=\textwidth]{figure37.png}
\caption{Directions of economic entities (divided by NACE 2) in Pasvalys d. at the beginning of 2013\(^\text{109}\)}
\end{figure}

\(^{107}\)Statistics Lithuania http://db1.stat.gov.lt
\(^{108}\)http://investicijos.pasvalys.lt/next.php?title=Services
\(^{109}\)Statistics Lithuania http://db1.stat.gov.lt
The tendencies of the development of main fields or directions of economic entities (by the number of economic entities) shows that there has been certain decrease in the trade and machinery repair, as well as in the agriculture and education. Whereas the number of economic entities has increased in the field of other services and in recreation. Manufacturing has been stable which is seen as a strength.

![Figure 38 Fluctuations of directions of economic entities in Pasvalys d., beginning of the year 2009 – 2013](http://regionai.stat.gov.lt/en/panevezio_apskritis/pasvalio_rajono_savivaldybe.html)

In respect of the area, the district is among the smallest in the country; however, it is characterised by particularly fertile soil, which is therefore intensively exploited. It is a highly urbanised region with well-developed agriculture and forestry.

It is known as a land of big gardens. Industry is poorly developed (most of the enterprises – those engaging in food industry, producing meat products, cheeses, butter, flour, bread and bakery products). In respect of the area, the district is among the smallest in the country; however, it is characterised by particularly fertile soil, which is therefore intensively exploited. It is a highly urbanised region with well-developed agriculture and forestry.

Analysing the total turnover of the industries or directions of the economic entities, mining the same as in Birzai and Pakruojis plays most important role. However this field was not dominating in terms of number of economic entities. Trade and machinery repair is the second largest sector by the turnover at the beginning of 2010.

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As regards the agriculture there has been slight increase in the gross agricultural production since 2009. The major share of the agricultural production comprises the crop production and the least part is the animal production. Furthermore Pasvalys district produces the highest amount of the gross agricultural production comparing to Pakruojis and Birzai.

Like in Pakruojis and Birzai, at all times, the locals of Pasvalys have been known as skilful brewers; therefore, the coat of arms of the town is wreathed with hops.

Food manufacturing enterprises prevail in Pasvalys District. According to the Department of Statistics to the Government of the Republic of Lithuania meat and category I meat sub products, butter, full-fat cheese, flour, bread and pastry products are the major types of industrial production in Pasvalys District. Pasvalys Cheese-Making Plant, the subsidiary of public company “Pieno žvaigždės”, uses the state-of-the-art cheese production line “Tetra Pak” and is one of the largest enterprises in Pasvalys District. Within 24 hours the company manufactures 50 tons of fermented cheese “Svalia” or “Gilia”. In 2007 18 312 tons of cheese and 7 986 tons of whey were manufactured; the sales amounted to approx. 68 million EUR. The products of Pasvalys Cheese-Making Plant are

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*All economic activities according to NACE 2, except for agriculture are covered

Figure 39 Turnover of the economic entities at the beginning of 2010 in Pasvalys, EUR thousand

Figure 40 Agricultural productions in Pasvalys d., EUR thousand

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112Statistics Lithuania http://db1.stat.gov.lt
113Statistics Lithuania http://db1.stat.gov.lt
exported to the European Union, Russia, Israel and the USA. Its European sales are the highest in Germany and the Netherlands.\textsuperscript{114}

Private company "Ustukų alūnas" (Engl. "Ustukiai mill") is one of the largest and one of the oldest enterprises in the northern Lithuania which manufactures and sells consumer goods and food products. Ustukiai, Kunčinas, and Pasvalys mills, which belong to the company, produce grain, flour, peas and grain crackers popular not only with Lithuanians. Their products are exported to Latvia, Poland and Estonia. In 2007 the sales equalled to 5.641 million Litas. The company has several shops in the district and a plant, where various bakery, confectionery, culinary and dietary products are made.\textsuperscript{115}

Pasvalys District has one of the largest rape processing companies in northern Lithuania – private company "Pasvalio agrochemija" (Engl. “Pasvalys Agrochemistry”). Its main product oil is used to manufacture bio fuel. The company has cutting edge technologies and has built six grain storage facilities with the capacity to store 25 000 tons of grain. The computerised grain cleaning and pressing equipment, installed in the plant, ensures the quality of manufacturing. The capacity of each stainless steel tank is 20 cubic metres of oil.\textsuperscript{116}

\textsuperscript{114}http://investicijos.pasvalys.lt/next.php?title=Industry
\textsuperscript{115}http://investicijos.pasvalys.lt/next.php?title=Industry
\textsuperscript{116}http://investicijos.pasvalys.lt/next.php?title=Industry
Analysing the amount of investments in tangible fixed assets during previous years (at the beginning of year), it can be seen that the absolute number and as well the relative number (per capita) is increasing after the fall in 2009, this number has not reached yet the amount invested in the fixed assets at the beginning of 2009. However to total amount invested in this period is higher comparing to Birzai and Pakruojis districts.

As regards the number of employees, there has been substantial decrease at the beginning of 2011, which slightly continued till beginning of 2012. However since the beginning of 2013 the number of employees started some growth.

The number of registered unemployed persons in Pasvalys district has grown reaching the highest number at the beginning of 2010 as a consequence of economic crises. Since 2010 this number is slightly decreasing, however the ratio of the registered unemployed persons to the working age population has grown till the beginning of 2011.
2.2.2.2. Common characteristics of the business environment of BSL network

As described above the area of the strategy covers 5 municipalities – Counties of Bauska and Rundale in Latvia, and districts of Birzai, Pakruojis and Pasvalys in Lithuania.

All municipalities have a number of common challenges and opportunities as identified in the analyses above.

All municipalities are located close to the border of Latvia and Lithuania. Closest larger development centre for all municipalities is Riga, a capital of Latvia.

Decreasing number of inhabitants and in the same time increasing number of employees can bring common challenge reacted to the lack of the workforce for all municipalities in the midterm future.

All municipalities have common challenge related to the low number of the entrepreneurs. Bauska has the leading role by the number of entrepreneurs (economic entities) and Pakruojis has the lowest number of entrepreneurs. However all municipalities have shown positive dynamics in the growth of a number of entrepreneurs.

The largest area of the network of municipalities is covered by a very valuable agricultural land, which forms the base for the development of the agriculture industry as one of the main industries in all municipalities. Main agricultural production in all municipalities of the network is a crop. Moreover in the field of

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119 Statistics Lithuania http://db1.stat.gov.lt
agriculture stable, strong and powerful partnerships (cooperatives) exist among the stakeholders of this field.

There are recognised some companies having the leading role in a country within particular industry, such as:

- The leading company of Latvia producing the cabbage located in Rundale,
- One of the leading poultry breading companies of Latvia located in Bauska,
- One of the leading companies of Latvia producing combined feed for domestic animals located in Bauska,
- Pasvalys Cheese making Plant belongs to the holding group having one of the leading roles within food production industry,
- One of the largest companies in northern part of Lithuania producing the different consumer food products located in Pasvalys,
- One of the oldest company producing textile products, and natural linen, in particular located in Birzai.

Nevertheless individual entrepreneurs and agricultural farms form the largest part among all entrepreneurs in most of municipalities, except Pasvalys.

All municipalities have similar 2 specific industries giving common strong opportunity for further closer cooperation and development as one network or even a cluster.

The participants of the beer production field are represented in all municipalities of BSL network. This brings common advantage comparing to other regions and municipalities. As the second all municipalities are characterised by valuable historic and architectural heritage, namely palaces, castles and manors that brings common competitive advantage in the field of tourism.

Both fields can be compared with naturally formed interregional (cross-border)clusters. However currently there are certain opportunities in lack of the cooperation among the business stakeholders of particular fields.

In this respect the knowledge and experience sharing of already established cooperative mechanisms within the field of agriculture shall be examined.
It can be concluded that all municipalities of BSL network, in general, face similar problems and challenges associated with the low economic activity and decreasing of the number of inhabitants. On the other hand there are some comparative advantages and opportunities to be successfully used within the network.

2.2.2.3. The role of public libraries within the virtual and physical world of e-services

In nowadays the development of technologies and globalisation is pushing public and private organisations to shift important part of the services on e-based systems.

In Latvia the system of electronic signature was introduced, and is becoming more and more used within the society. Lithuania is still in the development in this respect.

Lot of private companies trying to reorient the services and provide them through internet, for instance, payment possibilities through internet banks, information acquiring possibilities on targeted services for specific customers, information exchange possibilities using accounts of clients created within web for particular companies (e.g. mobile phone operators, energy suppliers, retail trade etc).

That is a fact that certain stakeholders of private sector reduce the costs on customer support by introducing e-services from other hand giving the opportunity to serve clients in any place where Internet is available. However that may put certain role for libraries becoming as the guiding or instructing agents between the e-service provider and client.

Moreover fast development of e-services by public institutions can be seen. State Revenue Services in Latvia and Lithuania have introduced obligatory e-electronic declaration system abandoning of the paper – based handed in reports. The Commercial Register in Latvia has introduced recently procedure of electronic registration of the company within Commercial Register. A number of public services of municipalities have been developed as e-services in last years (declaration of place of residence etc.).

This puts more requirements and tasks on libraries often working as the main contact or service points for e-services, requiring from the library not just provision of sufficient IT equipment, but as well providing specific and professional consultations and instructions on the use of e-services.

Thus staff of the libraries shall become as highly qualified distance “call centres” or consultants.

In Latvia public libraries were delegated to issue the right of the electronic signature.

This all shows current development trends in the role of libraries acting as primary point for provision of e-services especially in least developed, rural and border areas.

Within this project business libraries are defining and developing number of e-services for the benefit of existing and potential clients from whole society, but in particular for the benefit of business society.
Following e-services are identified by libraries, but not limited to as currently being developed and introduced to clients:

- Data base of municipal owned industrial and other real estate objects (or land) available for developing and establishing business (for rent or purchase) with detailed information about particular objects;
- Possibilities of the handing in electronically application for the rent of real estate objects;
- Establishing e-account of the customers to access the information related to the owned or rent real estate objects within the municipality;
- Possibility to hand in electronically suggestions on needs of the improvement of local infrastructure or other issues related to the development of a municipality;
- Information of the licences or permits issued by municipality for the self-employed or entrepreneurs, as well as electronic possibility to apply for these permits or licences;
- Electronic catalogue of entrepreneurs operating within the territory of a municipality;
- Possibility to inform electronically the municipality on emergency situation and call for emergency services;
- Electronic tourism guide on the touristic objects and other tourism related services within municipality;
- Information on the investing opportunities within the municipality;
- And other services.

For the appropriate provision of e-services advanced IT software and hardware is essential. Moreover IT related skills to the staff of libraries are of most importance to be able to ensure e-services as well as to consult and advocate clients on the use of e-services.

In future development of e-services in public and private sectors brings opportunities to libraries act as local selling and consulting points in thus brining possibility for additional revenue. Libraries can act as sales and consulting agents for e-services, and thus can earn sales commission or service fees.

### 2.2.2.4. Support for entrepreneurship development

This section will describe the support system to potential, young and existing entrepreneurs. Main emphasis will be on the support provided by the local municipalities or other local organisation. The role of BSL within overall support system will be highlighted.

**Overall support system to potential, young and growing entrepreneurs**

The scheme below shows main elements of the support for the promotion of new ventures. This scheme is based on the analyses of the support available in Latvia. The scheme demonstrates cycles from the initiation of business idea to the growth of enterprise, which is relevant to BSL as its main target audience is potential and young entrepreneurs. Moreover as this strategy proposes to perform business incubation related services by BSL, this scheme shows the
interrelation between incubation services and particular development stages of a new enterprise.

BSL can use this scheme as guiding material to identify the role and services that can be provided to different target groups of clients according to particular incubation stage – pre incubation, incubation and post - incubation.
Business incubation system in Latvia

BSL certainly has an important role within the pre – incubation stage to help to understand entrepreneurship and to develop entrepreneurial skills for persons willing to start their business, as well as to become as entrepreneurs.

Each of stages requires specific knowledge, skills and way of management. At the acceleration stage, new company starts the serial production and besides the provision of some services that costs close to real market prices, incubator manager is looking for the next stage financier. Such incubation system model is applicable to medium and high growth incubatees where risk financiers can find attractive deal flows. However, simplified incubation systems cannot reach regional or national economic targets as there dominate new job creation or replacement of existing jobs with any kind of workplaces not always giving expected economic growth (Zeps V., Avotinš V., Grineviča A., Lukaša N., Brakovska V., Zariņš K. 2010).  

It is suggest for each BSL to establish cooperation with main national institutions providing support to entrepreneurs. BSL may act as an information bridge between these support institutions and entrepreneurs.

Local support for entrepreneurs

The local support for entrepreneurs may include different forms as showed below.

As regards the financial support, from all the municipalities represented within the project Pasvalys is the only where financial support is provided to entrepreneurs. There is a support fund for small and medium enterprises established. This fund since 2008 till 2012 has supported 58 projects in total allocating 98 350 lt. However the number of applications for the support has reduced in last years.

Each entrepreneur may apply for the support from this Fund once in 3 years. This Fund provides support to existing and new enterprises:

- For the registration costs of new enterprises (~ 300 lt),

• To cover interest payments of a bank loan (max 1000 lt and 50% should be covered by own resources),

• For credit guaranties or insurance (max 1000 lt).

Other municipalities are suggested to consider such initiative. Such initiative recently is becoming as an important and valuable tool to support local entrepreneurs by municipalities, for instance in Latvia - Liepaja, Daugavpils, Riga, Salacgriva municipalities support new entrepreneurs with a conditions that a business should be continued in the area of particular municipality. In such municipality indirectly supports creation of new jobs and in midterm will benefit from the taxes paid by entrepreneurs.

**Local action groups** responsible for the administration of EU funded Leader programme is an important player in the area of most of municipalities. Local action groups provide the financial support to local entrepreneurs and self–employed persons. Decisions on the support are taken local within the board of the Local Action Group (LAG). The board of LAG involves representatives on NGOs, entrepreneurs and municipality. BSL shall be involved as well. This will ensure more information about local business community and different activities carried out. From other hand BSL by participating in such organisation will ensure visibility of business support services provided by BSL. Moreover BSL can receive financial support from LAG for the development of BSL services and activities. Pasalys library has good previous experience in cooperation with Local Action Group. This experience can be shared with other libraries of BSL network.

Local branches of the **National Employment Agencies** might be good partners of BSL as they provide different support activities to unemployed persons as well as to employees of entrepreneurs. For instance, National Employment Agency in Latvia annually organises competition of Business plans prepared and submitted by the unemployed persons willing to start their business. Approximately 40 persons annually are supported by receiving financial support (~ 3000 lats) for the seed capital. BSL definitely has a role within this process in ensuring information materials about the preparation of Business plan and as well ensuring work-space equipped with office equipment. There are just few examples of previous cooperation between BSL and National employment agency. This cooperation should be further developed and maintained.

New initiative started by this project is the organisation of **the competition of business ideas among the pupils**. Pupils winning in the competition receive non–financial support – they will participate in the camp. This is really good initiative that should be continued. Certain lessons can be learned from this competition. In some of municipalities there were low activity by pupils to submit the business ideas for the competition. Pupils from the schools of Bauska municipality showed high activity. Teachers of schools play an important role in activation of the pupils to develop business ideas and participate in the competition of business ideas. Experience showed that certain weak was related to the teachers that lack motivation to promote pupils to participate in the competition of business ideas.

**Junior Achievement** Programme empowers young people – pupils to create and run their business. Thus Junior Achievement programme educates pupils about entrepreneurship and business finances through experiential firms established. Bauska municipality has a high participation rate of pupils in Junior Achievement programme. It is suggested for all municipalities to promote involvement of
schools in Junior Achievement programme. Moreover experts of Junior Achievement programme (assuming their experience) can be involved within the organization of the competition of business ideas and deciding on the winners. Interviews with some new entrepreneurs that have continued their business from the Junior Achievement programme have confirmed the importance of this programme in developing their entrepreneurial knowledge, courage and skills.

“Lithuanian Agricultural Advisory Service” and “Latvian Rural Advisory and Training Centre” both are active in the area of municipalities cover by this strategy. Both organizations perform similar functions and provide consultations and advisory support to farmers and other entrepreneurs running business in rural areas. Consultations and advices are related to the attraction of EU funds or other financial support, development of business plan and other issues. Moreover both organisations organise different training and experience exchange events for local entrepreneurs.

BSL should establish close cooperation with these organisations in providing consultations to clients as well as in organising different events.

**Business information centres** are established in some of municipalities. Pakruojis Business information centre (BIC) should be mentioned as a good example. BIC acts as local business incubator providing wide range of non-financial support to potential and young entrepreneurs:

- Different consultations and advices,
- There has been web page template created to be used by young entrepreneurs to create their own web – page,
- Some minor office services,
- Assistance in the registration and establishment of the company,
- Training activities
- Etc.

Pakruojis BIC has been active as well in cross border cooperation projects cooperating with Zemgale region and different municipalities from Latvia in the development of local business community. This BIC was involved in the implementation of COOP EDU-SHIP project. This project aims at promotion of the entrepreneurship in the border areas of Latvia and Lithuania. The project aims at increasing the role and technical capacity of life-long learning (LLL) institutions to serve business needs, to achieve start-ups, to increase the export and innovation potential of the existing micro enterprises and SME-s. Project foresee investments in LLL premises, equipment, cross border experience exchange, networking activities in order to turn the LLL centres into business support structures.

As it was described in previous sections, there are the vocation education and training (VET) institutions located in most of municipalities of BSL network. It is important to establish cooperation with these institutions. BSL together with VET institutions may promote entrepreneurship among young persons and educate them on skill essential for business.

122 http://www.latlit.eu/eng/running_projects/lili175_coop_eduship
In that respect good example should be mentioned from Pakruojis. "More than 100 young persons (16 to 17 aged) are seeking for secondary education in Pakruojis Youth and Adults Education Centre." Currently this education institution provides both formal youth and adult teaching (general secondary education) and non-formal adult education (seminars, workshops, conferences lectures, discussions, exhibitions, educational trips, meetings with publishing houses, writers, famous people as well as English/German language and IT courses for our district teachers, parents, representatives of local village communities, Pakruojis citizens). One of the very successful activities organized by this educational institution is discussion club "Civitas" where senior and students discuss on civic issues. The centre shows initiatives, implements and participates in various projects. There is an undisputable need and demand to provide educational opportunities for young parents with no basic qualifications, senior citizens in order to develop their skills, cultural, intercultural competence as well as to strengthen their self-confidence and promote personal fulfilment. This education institution has several roles:

- Coordinating institution - exchanger of experience in organizing discussion activities involving both senior citizens and students,
- Adopter and applier of new methods and approaches based on using new media and animation,
- Organizer of new family and intergenerational learning activities proposed by partnership both for two target groups - seniors and young parents,
- Evaluator of the partnership benefit on institutions’ curriculum and impact on learners.

In all municipalities participating in the project there are different associations or organisations of entrepreneurs established. Cooperation between BSL and these organisations should be established and strengthened as these organisations unify main target clients of BSL. These organisations may help to promote and market among entrepreneur’s services provided by BSL.

During the elaboration of the strategy Pasvalys entrepreneurs association "Verslo žiedas" (Crown Of Entrepreneurship) shared experience that this organisation unifies approximately 40 non-agricultural entrepreneurs of different legal status and size. Association organises on behalf of entrepreneurs represented the dialogue with a municipality and other institutions.

Public organization „Versli Lietuva“ (Enterprising Lithuania) is created on national level with local counterpersons or experts located in each of the municipality (LT). These experts act as consultants, advisors or mentors for entrepreneurs. This organisation organises trainings, seminars and conference for local entrepreneurs. Often videoconferences are organised from Vilnius in such reaching main target audience locally. This is seen as good initiative.

There is tourism cluster established in Birzai unifying different service providers related to tourism, as well main organisations operating in manors and castles. In future creation of interregional cluster involving as well tourism stakeholders

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123 http://www.pakruojis.lt/en/content/about-district
from Latvia can be considered. BSL can play certain role in promoting such initiative on the base of network of BSL established.

At the end it should be mentioned that most of municipalities have created specific body (for instance, Entrepreneurs Committee) representing municipalities in order to discuss development questions and other issues related to local business community. Representatives of BSL should participate within meeting of such bodies.

## Chapter 3 SWOT Analysis

<table>
<thead>
<tr>
<th><strong>STRENGTHS</strong></th>
<th><strong>OPPORTUNITIES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Svitene:</strong></td>
<td><strong>Svitene:</strong></td>
</tr>
<tr>
<td>✓ Students available for working;</td>
<td>✓ Rotation, specialization on certain issues and areas (e.g. agriculture);</td>
</tr>
<tr>
<td>✓ Appropriate rooms, relaxing environment and seminars with equipment.</td>
<td>✓ Volunteer employees in weekends;</td>
</tr>
<tr>
<td><strong>Bauska:</strong></td>
<td>✓ Active youth organisations;</td>
</tr>
<tr>
<td>✓ Willingness to implement different new initiatives;</td>
<td>✓ Informative and cultural centre for wider target groups;</td>
</tr>
<tr>
<td>✓ Methodological centre for all region libraries, as well as neighbour region libraries;</td>
<td>✓ Possibility to attract people from all region by organising different events;</td>
</tr>
<tr>
<td>✓ Extensive business collection;</td>
<td>✓ Appropriate infrastructure for distant work;</td>
</tr>
<tr>
<td>✓ New books on entrepreneurship, access to scientific data bases;</td>
<td>✓ Hosting and organising competition of business ideas;</td>
</tr>
<tr>
<td>✓ Good location –crossroad of transit, administrative centre;</td>
<td>✓ Possible cooperation with involved parties in beverage industry, agricultural and tourism;</td>
</tr>
<tr>
<td>✓ Established cooperation with North Europe countries;</td>
<td>✓ One stop shop development in libraries, development of e-services.</td>
</tr>
<tr>
<td>✓ Active economic teachers in motivating youth for entrepreneurship activities;</td>
<td><strong>Pasvalis:</strong></td>
</tr>
<tr>
<td>✓ Awareness in local society needs;</td>
<td>✓ Sharing experience on investment opportunities with neighbour libraries;</td>
</tr>
<tr>
<td>✓ Seven supporting points for development of BSL network selected;</td>
<td>✓ Hosting and organising competition of business ideas;</td>
</tr>
<tr>
<td>✓ Financial support for NGO projects.</td>
<td>✓ Changes in legislation what allows library to provide training courses;</td>
</tr>
<tr>
<td><strong>Pasvalis:</strong></td>
<td>✓ Possible cooperation with involved parties in beverage industry, agricultural and tourism</td>
</tr>
<tr>
<td>✓ Willingness to cooperate, active involvement in project implementation;</td>
<td>✓ One stop shop development in libraries, development of e-services.</td>
</tr>
<tr>
<td>✓ Good location- administrative and transit centre;</td>
<td><strong>Pasvali:</strong></td>
</tr>
<tr>
<td>✓ Specialisation in certain areas (e.g. web design, book and data base article reviews);</td>
<td>✓ Sharing experience on investment opportunities with neighbour libraries;</td>
</tr>
<tr>
<td>✓ Well developed cooperation with business organisations and local municipalities;</td>
<td>✓ Hosting and organising competition of business ideas;</td>
</tr>
<tr>
<td>✓ Appropriate rooms for seminars and SMART work;</td>
<td>✓ Changes in legislation what allows library to provide training courses;</td>
</tr>
<tr>
<td>✓ Information on investment opportunities.</td>
<td>✓ Possible cooperation with involved parties in beverage industry, agricultural and tourism</td>
</tr>
<tr>
<td><strong>Pakruoja:</strong></td>
<td>✓ One stop shop development in libraries, development of e-services.</td>
</tr>
<tr>
<td>✓ Strong business information centre with government support;</td>
<td><strong>Pakruoja:</strong></td>
</tr>
<tr>
<td>✓ Financial support for NGO projects.</td>
<td>✓ Sharing experience on investment opportunities with neighbour libraries;</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Birzai:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Library with creative atmosphere;</td>
</tr>
<tr>
<td>✓ Active youth and business organisations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pakruoja:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Encouragement to NGO to prepare projects, and advice in project proposal writing;</td>
</tr>
<tr>
<td>✓ Hosting and organising competition of business ideas;</td>
</tr>
<tr>
<td>✓ Possible cooperation with involved parties in beverage industry, agricultural and tourism;</td>
</tr>
<tr>
<td>✓ Changes in legislation what allows library to provide training courses;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Birzai:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Develop the cooperation with already established tourism cluster;</td>
</tr>
<tr>
<td>✓ Development of social networks to attract youth;</td>
</tr>
<tr>
<td>✓ Hosting and organising competition of business ideas;</td>
</tr>
<tr>
<td>✓ Establish cooperation with business supporting and consulting organisations;</td>
</tr>
<tr>
<td>✓ Possible cooperation with involved parties in beverage industry, agricultural and tourism;</td>
</tr>
<tr>
<td>✓ One stop shop development in libraries, development of e-services;</td>
</tr>
<tr>
<td>✓ Changes in legislation what allows library to provide training courses;</td>
</tr>
</tbody>
</table>

**WEAKNESSES**

<table>
<thead>
<tr>
<th>Svitene:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Passive entrepreneurs;</td>
</tr>
<tr>
<td>✓ Deficiency in human resources;</td>
</tr>
<tr>
<td>✓ Weak cooperation with NGO;</td>
</tr>
<tr>
<td>✓ No archive storage place;</td>
</tr>
<tr>
<td>✓ Old software;</td>
</tr>
<tr>
<td>✓ Inappropriate working hours for students (not working in weekend);</td>
</tr>
<tr>
<td>✓ Inappropriate administrative capacity;</td>
</tr>
<tr>
<td>✓ Refused methodological guidance from methodological centre- Bauska library.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bauska:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Inappropriate and too small rooms for library, inaccessibility for disabled people;</td>
</tr>
<tr>
<td>✓ Weak cooperation among youth organisations and library.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pasvalis:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Disinclination, scepticism from employees side to accept new things, traditional view on the service provision.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pakruoja:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Disinclination, scepticism from employees side to accept new things, traditional view on the service provision;</td>
</tr>
<tr>
<td>✓ Poor foreign language skills.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Birzai:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Steady decreasing trend in number of</td>
</tr>
</tbody>
</table>

**THREATS**

<table>
<thead>
<tr>
<th>Svitene:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Disinclination, scepticism from employees side to accept new things, decrease in population, comparatively small number of entrepreneurs;</td>
</tr>
<tr>
<td>✓ Inability to work with databases and business literature in future.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bauska:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Deficiency of appropriate rooms in future, inability to expand further development;</td>
</tr>
<tr>
<td>✓ Inappropriate facilities for children room while parents are in library;</td>
</tr>
<tr>
<td>✓ Small salaries.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pasvalis:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ The biggest decrease in working places, very slow tendency to increase;</td>
</tr>
<tr>
<td>✓ Inability to work with databases and business literature in future.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pakruoja:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Small salaries;</td>
</tr>
<tr>
<td>✓ Inability to work with databases and business literature in future.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Birzai:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Small salaries;</td>
</tr>
<tr>
<td>✓ Big workload connected with digitalization;</td>
</tr>
<tr>
<td>✓ Inability to work with data bases and business literature in future;</td>
</tr>
<tr>
<td>✓ Inability to organise seminars for lower cost (videoconferences).</td>
</tr>
</tbody>
</table>
- employed persons;
- ✓ Rooms are not energy efficient, inaccessibility for disabled people;
- ✓ Rooms without videoconference facilities.
Chapter 4 Business Support Library (BSL) strategy

4.1. BSL Vision, Mission, Strategic Objectives and Values

**BSL vision** is to foster the development of an entrepreneurial environment throughout the region, and become as a regionally recognised centre for entrepreneurship-related activities.

**BSL mission is to:**

- Become the key dialogue platform for entrepreneurship support resources in Latvia and Lithuania.
- Become as a local centre for entrepreneurship-related education, knowledge, information and experience sharing.
- Foster cross-functional entrepreneurial engagement.

**BSL Values**

BSL supports the diversity and open-mindedness of its personnel and seeks to be open and client oriented organisation, working in cooperation and collaboration with local community, business and youth organisations.

BSL maintains its position as a leadership organisation that adopts technology innovation to deliver practical solutions by being:

- Innovative
- Knowledgeable
- Investigative and explorative
- Open-minded
- Creative
There are 5 strategic objectives identified, which shall be reached by each BSL and a network of BSL as whole. BSL shall target the activities towards these objectives.

**BSL Strategic Objectives are to:**

1. Create innovative business centre environment in the libraries;
2. Educate the community on issues concerning eventual and existing business possibilities in the region;
3. Help the community and customers to find possibilities for development of existing and new businesses;
4. Provide qualitative business related services in libraries;
5. Develop the capacity and potential of BSL

**Long-term key results**

1. Number of entrepreneurs as satisfied clients of BSL
2. Number of supported persons by services of BSL
3. Amount of income earned by providing services of BSL

3 key results mentioned above should be fulfilled step by step and kept in long-term perspective. Each of the strategic objectives identified above will lead to the key results. Each BSL shall set annually measurable indicators allowing measuring the fulfilment of results by each BSL and a network.
4.2. Action plan

Further detailed action plan is provided for reaching of 5 strategic objectives of Business Support Libraries.

This action plan is developed as a general direction of each library according to a 'spectrum of maturity'. Each BSL shall select appropriate actions and implement them in day – to – day operation of library in order to become and sustain as BSL.

These actions shall be used as a guide for all BSL (including supporting points) of the network and should not be limited to, but further developed upon the specific needs of clients of BSL.

Proposed actions can be as a starting point for successful further development of BSL.

Therefore further in sections 4.2.1 – 4.2.5 the logic of the division of tasks are as follows:

✔ Here and now (for immediate use by the majority of institutions)
✔ Coming soon (work that will be of most interest to innovators and early adopters with more general take up in 2–5 years)
✔ On the horizon (longer term investment that may have impact in 3–7 years)

4.2.1. Creation of innovative business centre environment in libraries

In order to reach 1\textsuperscript{st} strategic objective 3 themes of actions were set. As it can be seen below these themes are related to development of the educative environment, ensure advanced technologies and place where business ideas as well as innovations can be created and further promoted.

The scheme below shows interrelation between themes and 1\textsuperscript{st} strategic objective.

Further in the table below detailed activities are proposed accordingly to particular theme.
### (1.1) Theme: Relaxing and educative environment

<table>
<thead>
<tr>
<th>HERE AND NOW</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment of children’s playroom for the benefit of young parents using BSL services</td>
<td>Cooperation events with educational institution in developing business courage and skills of pupils</td>
<td>Work with preschool children to develop entrepreneurial thinking</td>
</tr>
<tr>
<td>&quot;Quiet&quot; reading room</td>
<td>Promotion of the participation in Business games and competitions</td>
<td></td>
</tr>
<tr>
<td>Club for educating and practicing foreign languages</td>
<td>Computer training</td>
<td></td>
</tr>
</tbody>
</table>

### (1.2) Theme: Technically advanced environment

<table>
<thead>
<tr>
<th>HERE AND NOW</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual working places with access to Wi-Fi</td>
<td>Meeting room with video conferencing possibilities and working places equipped with computers and Wi-Fi</td>
<td>Development of SMART Work Centre facilities</td>
</tr>
<tr>
<td>Core supporting office – related services</td>
<td>Direct, virtual or mobile access to the services of BSL by disabled persons</td>
<td>Easily accessible premises for the library</td>
</tr>
<tr>
<td>Consultations on the use of the technical facilities available</td>
<td>Advanced IT software and appropriate consultations available upon the needs of clients</td>
<td>Enhance access to ICT in the library as well as provide remote electronic access to the services and collections on a 24/7 basis.</td>
</tr>
</tbody>
</table>

### (1.3) Theme: Incubator of business and innovations

<table>
<thead>
<tr>
<th>HERE AND NOW</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laboratory for innovation</td>
<td>Place for business club</td>
<td>Primary consultations on other aspects of the starting business (related to taxes, licenses or permits required, marketing etc.)</td>
</tr>
<tr>
<td>Working space for young entrepreneurs developing business idea</td>
<td>Cooperation groups (workshops) of young and experienced entrepreneurs initiated to develop new and competitive business ideas</td>
<td>Contact source to find potential business partners or experts for development for business star – ups and developing new products</td>
</tr>
<tr>
<td>Primary consultations on the information sources on how to develop business plan</td>
<td>Consultations on the registration procedure of the company or self – employed activities</td>
<td>Mentors or supervisors for young entrepreneurs</td>
</tr>
<tr>
<td>Information source on the contacts of the support</td>
<td>Information source on the financing and support</td>
<td></td>
</tr>
</tbody>
</table>
In order to reach 2\textsuperscript{nd} strategic objective two following themes of actions are proposed. Themes are related mainly to the educating society, incl. potential and existing entrepreneurs, on essential issues for day – to day business. One of the directions is related to the use of existing experience of professionals by inviting them to concrete thematic events. Second theme is related to the promotion of experience exchange.

The scheme below shows interrelation between themes and 2\textsuperscript{nd} strategic objective.

<table>
<thead>
<tr>
<th>(2.1) Theme: Thematic events with participation of professionals</th>
<th>(2.2) Experience exchange for and among entrepreneurs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HERE AND NOW</strong></td>
<td><strong>COMING SOON</strong></td>
</tr>
<tr>
<td>&quot;Business success and failure stories&quot; - meeting with experienced entrepreneurs</td>
<td>Seminars, workshops and meetings on up - to - date topics</td>
</tr>
<tr>
<td>Discussions with representatives of the support and financial institutions</td>
<td>Discussions with lawyers and tax experts (e.g. from State Revenue Service) on different socio economic questions</td>
</tr>
<tr>
<td>Cooperation with EU support institutions in</td>
<td>Video lectures and presentations of</td>
</tr>
</tbody>
</table>
organising informative events on the support available | professionals available within internet | business conferences

## (2.2) Theme: Experience exchange for and among entrepreneurs

<table>
<thead>
<tr>
<th>HERE AND NOW</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience exchange trips for entrepreneurs</td>
<td>Partnership with local and regional business organisations</td>
<td>Information portal for business activities</td>
</tr>
<tr>
<td>Business breakfast(or lunch) gathering entrepreneurs</td>
<td>Demonstrations and presentations by entrepreneurs of local products or services</td>
<td>Presentations by entrepreneurs on common business opportunities abroad</td>
</tr>
</tbody>
</table>

### 4.2.3. Inform the community on possibilities to develop existing businesses and start new ones

In order to reach the 3rd strategic objective, the following themes of actions are proposed. All themes are mainly related to the provision of information (by all means) to potential and existing clients on the services and possibilities of BSL.

The scheme below shows interrelation between themes and the 3rd strategic objective.

![Diagram showing the interrelation between themes](image_url)

### (3.1) Theme: Information on library news

<table>
<thead>
<tr>
<th>HERE AND NOW</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-mail news based on selective principle</td>
<td>Night subscription</td>
<td>Provision of business book reviews</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Blog design in social networks</td>
</tr>
</tbody>
</table>

### (3.2) Theme: Periodic updating of business relevant books and

...
<table>
<thead>
<tr>
<th>Periodicals</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HERE AND NOW</strong></td>
<td><strong>COMING SOON</strong></td>
<td><strong>ON THE HORIZON</strong></td>
</tr>
<tr>
<td>Recent business literature</td>
<td>Develop a downloadable e-books service of business literature</td>
<td>Develop custom collections</td>
</tr>
<tr>
<td>Access to international databases</td>
<td>Assistance in collecting information from the international databases</td>
<td>Providing technological support for e-book reading (rent of tablet PCs)</td>
</tr>
<tr>
<td><strong>(3.3) Theme: Marketing, visibility and dissemination</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HERE AND NOW</strong></td>
<td><strong>COMING SOON</strong></td>
<td><strong>ON THE HORIZON</strong></td>
</tr>
<tr>
<td>Visibility in social media (web page, twitter)</td>
<td>Access to international databases</td>
<td>Develop and distribute e-custom collections</td>
</tr>
<tr>
<td>Visibility in local events - business days, town festivals</td>
<td>Participation in business consulting committees established within municipalities</td>
<td>Develop a downloadable e-books service of business literature</td>
</tr>
<tr>
<td>Participation in events organised by local business and other non - governmental organisations</td>
<td>Participation in other business events</td>
<td>Organisation of open days and other events demonstrating BSL services</td>
</tr>
<tr>
<td>Presentations on BSL idea, services and possibilities to wider society</td>
<td>Fact sheets to potential cooperation partners (organisations, regional and local administrations of public institutions), to higher and vocational educations institutions</td>
<td>Organisation of “Family days”, with particular emphasis on inviting business related persons with families</td>
</tr>
<tr>
<td>Articles in local newspapers</td>
<td>Fact sheets to potential clients - existing entrepreneurs</td>
<td>Preparing international articles and publishing internationally or presenting to local and international partners</td>
</tr>
<tr>
<td>Presentations in schools on BSL, especially to pupils of last years</td>
<td>Organising events for children of entrepreneurs</td>
<td>Cooperation with other libraries to increase awareness of BSL within Latvia and Lithuania</td>
</tr>
<tr>
<td>Inviting educational institutions to hold trainings and seminars within premises of libraries</td>
<td>Make presentations on library resources to business, economic development experts and other professionals related to the business environment</td>
<td>Providing local entrepreneurs to host within the premises of libraries employees for creative or development planning meeting (to change the physical space from day – to day office environment)</td>
</tr>
<tr>
<td>Questionnaires on the customers needs</td>
<td>Hosting of events of business organisations and</td>
<td></td>
</tr>
</tbody>
</table>
4.2.4. Provision of qualitative business related services in libraries

In order to reach 4\textsuperscript{th} strategic objective 3 following themes of actions are proposed. This objective foresees provision of the services to wider society and to individual clients. Part of the actions identified under the themes below foresee opportunities of selling library services and gaining the revenues for these services.

The scheme below shows interrelation between themes and 4\textsuperscript{th} strategic objective.

![Diagram showing interrelation between themes and 4\textsuperscript{th} strategic objective]

<table>
<thead>
<tr>
<th>(4.1) Theme: Information on new services provided</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>HERE AND NOW</td>
<td>e-mail news based on selective principle</td>
<td>Possibility to order the book through cross border library network</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Collection of books for exchanges</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Software that can help prepare business plans, marketing plans and accounting systems.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(4.2) Theme: Individual work with customers – eventual entrepreneurs</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>HERE AND NOW</td>
<td>More advanced printing opportunities, lamination</td>
<td>Librarian professional consultant</td>
</tr>
</tbody>
</table>

94
<table>
<thead>
<tr>
<th>etc.</th>
<th>Advisor in generating project ideas</th>
<th>Project proposal writing services for NGOs and entrepreneurs</th>
<th>Specific information on developed business branches in area, audio, video materials related to specific branches</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Collection and review of field specific information or researches (e.g. from academic data bases)</td>
<td>Assistance to local entrepreneurs in organising marketing activities thus opening opportunity to market as well BSL services</td>
<td></td>
</tr>
</tbody>
</table>

### (4.3) Theme: Local point of public and private e-services

<table>
<thead>
<tr>
<th>HERE AND NOW</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue provision of advice and consulting on the use of e-services</td>
<td>Cooperation with public institutions in introducing public - e-services and suggesting new e-services</td>
<td>Cooperation with private companies willing to develop e-services on providing the sales agent or local support services</td>
</tr>
<tr>
<td>Providing services of clients needs analyses (questionnaires) to developers of e-services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 4.2.5. Raising capacity and potential of BSL

By understanding what our customers want and expect, what encourages them to join and continue library membership and by focusing on attracting new users we will have a better understanding of the motivators of library use.

This strategic objective is directed towards increasing in - house capacity of libraries to act as BSL and provide BSL services on the highest quality level.

It is of importance to increase the accessibility to the services of libraries, capacity building of the staff and develop appropriate material base of IT software and hardware.
### (5.1) Theme: Qualitative and accessible services

<table>
<thead>
<tr>
<th>HERE AND NOW</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of one stop shops in the libraries and appointment of adequate staffing.</td>
<td>Development of performance based monitoring and development of annual surveys of target groups of BSL.</td>
<td>Development of new e-services based on target group needs.</td>
</tr>
<tr>
<td>Development of so called &quot;staff profile&quot; to assess strengths of librarians in the context of new competencies necessary to ensure new services in BSL.</td>
<td>To introduce for every BSL staff member an up-to-date performance plan that reflects BSL strategic and operating plans.</td>
<td>Development of international partnerships for capacity building and exchange of information.</td>
</tr>
</tbody>
</table>

### (5.2.) Theme: Capacity building to provide new services for customers – existing and potential entrepreneurs

<table>
<thead>
<tr>
<th>HERE AND NOW</th>
<th>COMING SOON</th>
<th>ON THE HORIZON</th>
</tr>
</thead>
<tbody>
<tr>
<td>To organise exchange of experience and on the job training between BSL staff.</td>
<td>To perform language classes for development of current and new language skills.</td>
<td>Development of Educational partnerships at all levels – primary, secondary and third level, together with Adult Education and other second chance providers.</td>
</tr>
<tr>
<td>Encourage all staff members to achieve high competence levels with office technology and software.</td>
<td>Provide thorough orientations and job training to the staff including training in teamwork, customer relations, sales, effective email, correspondence, and</td>
<td></td>
</tr>
</tbody>
</table>
Recruitment and retention of staff with specific expertise in business counselling, sales, advisory services and business research.

| Purchase of software that can help prepare business plans, marketing plans and accounting systems. | To modify library spaces in line with changing needs as the balance between physical and electronic resources shifts and opportunities arise to change the way we use library space. | To develop ICT solutions and appropriate procedures to ensure self service opportunities for customers. |

### 4.3. Raising Potential and Strengthening the Administrative Capacity

#### 4.3.1. Implementation structures and development of “one stop shops”

One of the definitions provided by organisational theory on “one stop shop” meaning\(^\text{125}\) a company or a location that offers a multitude of services to a client or a customer. The idea is to provide convenient and efficient service and also to create the opportunity for the company to sell more products to clients and customers. But recently Askim et al. (2011 p.1452) argues that one-stop shops are not merely a physical or virtual places of collocated public services, but that they are a new, particular organisational form too, a central aim of which is to improve coordination in central government.

Study\(^\text{126}\) by John Bryden et al. (2007) proves that the evidence is that a rather broad range of different types of one stop shop have proven themselves to be useful means of improving both the delivery and the co-ordination of services in a wide range of rural contexts. The research summarises critical factors associated with establishing and sustaining one-stop shops. Researchers point out certain conditions under which useful one-stop-shops can emerge and flourish. These are, for example: 1) Community desire for service provision of this kind in their area; 2) Support in cash, kind, and for use of facilities from the relevant central and local government departments and agencies; 3) Where possible, community owned and run facilities that have on-going revenue streams, which provide core revenue for running costs including maintenance and improvements, as well as revenue towards other community activities and projects.

Bryden J., et al. (2007) underlines that there are actual or potential disadvantages as well as advantages to one-stop shops. There is scope for more interaction and peer group learning between one-stop shops. For example, it

\(^\text{125}\) [http://www.investopedia.com/terms/o/onestopshop.asp](http://www.investopedia.com/terms/o/onestopshop.asp)

seems that there is no interaction or even knowledge of one-stop shops aimed at youth in rural areas.

Recent study on Business Start-Up & One Stop Shops (OSSs): Principles for Success from Ukraine and Abroad\textsuperscript{127} emphasises that by establishing single locations where new businesses can carry out all the administrative steps necessary to being their work, and by using new technologies (such as the Internet) and new legal authority, several institutions have achieved this goal, and others are close to achieving it. Many of these institutions offer additional services for small firms, although the numbers and types of services vary widely. Few European OSSs offer administrative services beyond basic incorporation, but many offer information to assist firms in obtaining permits, authorizations, licenses and other permissions from other institutions.

According to division provided by Buryy V, Morford Z, Snider P (2002) OSSs in BSL can be maintain as a useful “first stop” approach similar to one provided in San Antonio Business Assistance Focus Center (First Point), USA. First Point staff offers a customized Guide to Starting Your Business in San Antonio that puts in writing all the licenses and permits a firm will need (covering local, state and federal laws and regulations). Trained business counsellors offer 45 minute “pre business counsellings” sessions to work through this guide and to discuss other matters such as sources of capital, business planning, marketing strategies, and possible legal forms. The Center has a library of manuals on how to organize and succeed in more than 142 types of businesses. Advisors keep up to date on all special promotion and assistance programs (local, state and federal) relevant to different types of businesses in the area. The Center maintains computers with software that can help prepare business plans, marketing plans and accounting systems. They computers also can be used to conduct business research on the Internet.

First Point also offers an “Economic Development Briefing” service for enterprises that will involve construction or renovation processes. This service, available on 5 days notice, provides a series of 30 minute one-on-one sessions for the entrepreneur with officials from various municipal departments (Fire, Water, Electricity, Health, Zoning, etc). The sessions are designed to reveal key issues to be addressed in obtaining required approvals. The sessions themselves do not result in permissions. Rather they get questions answered related to the site development process, help establish a realistic project timeline, and enable the entrepreneur to meet the staff who will be involved in formal approval forth project.

The strong cooperation between various public and private authorities enables First Point to be an invaluable first stop for entrepreneurs, where virtually all-key information on how to make a business idea into reality can be obtained in one place. While few, if any, certificates or permissions can actually be obtained at this Center, its information helps to make formal approvals better understood and more readily obtained by businessmen. The Center also plays a valuable role in promoting inter agency dialogue and public-private cooperation and making certain area as a good place to do business.

4.3.2. Management and staff of the BSL

The first and most evident element concerning the accessibility of the One-Stop-Shop service is its opening hours. Opening hours are a key concern, and the One-Stop-Shop should endeavour to provide opening hours that facilitate business community. If it is not possible to open every day before and after normal office hours, there should be late and/or early opening on at least one or two days per week, as well as working hours in weekends should be considered.

It is further recommended that the BSL as the One-Stop-Shop create access to all relevant and crosscutting information concerning service provision. Therefore Information and Communications Technology can be a crucial support in that respect and should be used to enhance service provision and increase the coherence of services, such as for digitalising documents, simplifying procedures and simplifying access to services online and by telephone.

In the case of BSL more emphasis can be paid on Virtual One-Stop-Shop promotion: A virtual One-Stop-Shop may also be created to complement the physical one. On this website, appointments could be made for the services of the One-Stop-Shop and information could be obtained. According to the capabilities of each BSL, procedures may also be undertaken online. Progress in the modernisation of access to information and services at the One-Stop-Shop can form part of existing general strategy in Latvia and Lithuania to use Information Technology in public administration.

The implementation of OSSs in BSL can be incorporated in current structures of Libraries. But implementation plan provided in the BSL strategy requires recruitment of additional stuff who will perform management of OSS and provide guidance services to new customers – current and new entrepreneurs. This requires, but is not limited to following profile:

1) education in business administration, economics or management;
2) strong leadership skills, open-minded, customer and result oriented;
3) experience in business counselling, sales or advisory services would be appropriate;
4) knowledge about assistance programs relevant to different types of businesses in the area;
5) appropriate level of computer skills.

The implementation of the One-Stop-Shop will involve training costs for both the staff of local municipalities and for the BSL stuff. There will also be ongoing training costs in order to keep staff up-to-date on legislation, procedures and new services to be provided. This investment in staff costs, is essential to guarantee the recruitment and retention of staff with specific expertise.

Further success of development and implementation of BSL services is depending on the management of libraries to develop innovative services and to transform them according to market demands and on the development of new skills and competences for BSL stuff to become multi – skilled, understanding the diverse needs of different age groups, ethnicities, community groups – engagement with the community. Therefore further research is needed on the changing environment, structures and services provided by public libraries to provide further strategic background in the national context on the changing role of libraries and librarians and necessary skills and competencies required.
4.4. Partnership and cooperation

4.4.1. The Cooperation Agreement

Elaborated strategy can be regarded as a starting point for mutual partnership with one common long-term vision: to become regionally acknowledged centres for entrepreneurship related activities. Each library further has to develop their own plan of action that will help them meet their goals, audience, and timeline within the limits of financial, staff, and volunteer resources available.

To provide more effective usage of financial and human resources libraries in advance has to plan in advance possible areas of cooperation and sign a Cooperation Agreement. The Cooperation Agreement, also known as a Memorandum of Understanding, is a formal business document used to outline an agreement made between two or more separate entities, groups or individuals. It usually precedes a more detailed contracts between the parties. One of the possible frameworks of Memorandum of Understanding is provided in annex B.

Libraries can use Cooperation Agreement to cooperatively work together to meet an agreed objectives of project, such as establishment of a cross border network of BSL, facilitation of virtual access to library resources, promotion of activities for different target audience, etc.

The purpose of the Cooperation Agreement is to have a written understanding of the agreement between libraries providing simple but effective format to enter into a general agreement prior to finalizing more detailed contract or agreement with a party. The most general format of Cooperation Agreement consists of:

- the list of the Parties to the agreement;
- the purpose of the agreement;
- obligations of the parties;
- the length term of the agreement;
- more specific information such as limitations and additional provisions.

Parties can demand for a particular period for giving notice before Party can terminate or take any major action relating to this agreement.

Libraries should identify their common goals and plans before starting to write the Cooperation Agreement. They should be clear on each identifiable goal, outlining specific traits and characteristics of the goal, and how each involved party will know when that goal is met. One of the possible goals is identified in the sample of Memorandum of Understanding in Annex B. Possible other common goals could be information and e-book exchange between BL, as well as creation of unified business book catalogue. In the process of creation of Memorandum of Understanding libraries has to work together for better understanding in which area contribution of every Party is the most effective.

The agreement can also set a flexible timeline or proposed finish date for the Cooperation Agreement. Libraries can use this timeline to track their progress toward meeting their agreed contributions and to notify each party on when each parties’ commitment to the other party ends.

The Cooperation Agreement between BSL should define how each involved party will contribute toward the shared goal or plan. They must be willing to input a
certain quantity and quality of resources (human, time, financial) at a level that all parties in the memorandum regard to be fair. The Cooperation Agreement provides an outline of the tasks and services (so called “obligations”) to be performed by the libraries. Parties can include a list of responsibilities to be performed prior to, during and after the agreement. Libraries can enter into many different types of relationships such as equals in a partnership, as a service provider to a recipient, a supplier or products to a buyer, or as an independent contractor.

List of obligations has to contain actions leading to fulfilment of goal of cooperation, as well as main objectives of the project. Libraries may contribute towards creation of innovative business centre environment in their region, to cooperate and organise common educative events for several regions, participate in the process of digitalization of business related literature, etc.

To provide smooth and uninterrupted implementation of cooperation process Stakeholder Committee has to be established. The general obligations of the parties’ regardless cooperation areas are to elaborate annual action plans based on Strategy objectives, to provide information exchange and organise annual meetings among cooperation partners.

4.4.2. Cooperation mechanism

According to objectives mentioned in Chapter 2.2. libraries concentrate their entrepreneurship related activities to different groups of society: existing entrepreneurs, potential entrepreneurs, “distance work” experts, self-employed, unemployed persons, pupils, students and teachers. Following table 14 provides possible cooperation mechanism among libraries and target audience. Objective 4.2.5 is not included in the table as it contains activities, which are not directed to any of target audience but to library employees with purpose to provide other objectives in more efficient way.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Target audiences</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Existing entrepreneurs</td>
</tr>
<tr>
<td>Business related education</td>
<td>Specific courses for fee based on professional interests of local entrepreneurs (e.g. hospitality and tourism essential skills, financial)</td>
</tr>
</tbody>
</table>

Table 14. Possible cooperation mechanism among libraries and target audience
<table>
<thead>
<tr>
<th>Business related information</th>
<th>Course on Business communication, which develops critical awareness of proper editing, professionalism, critical thinking, problem solving, and the skills necessary for effective correspondence in the workplace.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures and discussions with professionals (lawyers, State Revenue Service employees) on existing situation in entrepreneurship related legislation and tax procedures</td>
<td>Courses on basic computer concepts, software applications in different operating environments, word processing, spreadsheets, and presentation software.</td>
</tr>
<tr>
<td>Course on Marketing principles providing knowledge in the establishment of a specific target market, pricing and promotional strategies, and channels of distribution designed to satisfy the needs of the market</td>
<td>Based on interests of local community, libraries could provide English or/and German language courses.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business related services</th>
<th>Degustation and presentation of the products of local entrepreneurs</th>
<th>Materials on business opportunities in area, information on current publications, links, borrowing opportunities, sources of funding, government incentives for business start-ups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience exchange trips for entrepreneurs</td>
<td>Business breakfasts</td>
<td>Creating FAQ WebPages, library blogs</td>
</tr>
<tr>
<td>“Success stories” - meetings with successful entrepreneurs</td>
<td>Partnership with local business organisations</td>
<td>E-mail news based on selective principle</td>
</tr>
<tr>
<td>Night subscription</td>
<td>Provision of business book reviews</td>
<td>Specific information on developed business branches in area, audio, video materials related to specific branches</td>
</tr>
<tr>
<td>Specific information on developed business branches in area, audio, video materials related to specific branches</td>
<td>To maintain local access point to e-services providing wide spectrum of possibilities to communicate with government institutions on different business and social security matters</td>
<td>Possibility to order the book through cross border library network</td>
</tr>
<tr>
<td>To maintain local access point to e-services providing wide spectrum of possibilities to communicate with government institutions on different business and social security matters</td>
<td>E-book library lending, public access to general international data bases</td>
<td>Design&amp;Print Centre: banner, business card, brochures, flyers, invitations, online printing, binding services</td>
</tr>
<tr>
<td>Specific field related data gathering and analysis (for fee)</td>
<td>Free spotlight to feature announcements in vendor-focused blog and print column</td>
<td>Free spotlight to feature announcements in vendor-focused blog and print column</td>
</tr>
<tr>
<td>Free spotlight to feature announcements in vendor-focused blog and print column</td>
<td>Video conference facilities</td>
<td>Access to job search engines</td>
</tr>
<tr>
<td>Free spotlight to feature announcements in vendor-focused blog and print column</td>
<td>Free spotlight to feature announcements in vendor-focused blog and print column</td>
<td>Free spotlight to feature announcements in vendor-focused blog and print column</td>
</tr>
<tr>
<td>Access to specific (e.g. investment, field related) data bases (for fee)</td>
<td>Provision of remote electronic access to the services and collections on a 24/7 basis</td>
<td>Consultative services on CV writing skills, knowledge about interviewing</td>
</tr>
<tr>
<td>Development of telework or SMART work facilities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Design

- **Innovative business centre environment**
  - Establishment of individual working places with access to computers, as well as Wi-Fi, quiet reading rooms, study areas, children playrooms and reading rooms for teenagers with a possibility to read business start-up related literature.
  - Late and weekend working hours.
- **Possibility to organise business meetings in properly equipped conference rooms**
- **Establishment of business club**
- **Possibility to play team business games or individual online games**

### 4.5. Monitoring and evaluation

*Monitoring and evaluation* (M&E) are important steps in strategy implementation process because they give possibilities to check if implementation of activities will eliminate existing problems and reach “desired situation”. *Monitoring* is the process of collecting information about the changes in main key performance targets during strategy implementation stage. The main purpose of monitoring is to support day-to-day management decisions, but there are additional reasons for it, such as increase of awareness, accountability and data provision for further evaluations. Managers and staff together with relevant stakeholders have to decide, which indicators will be used in strategic planning and evaluation. Those have to be set as baseline indicators against which achievements regularly will be measured.

The progress is measured against agreed targets, standards and success criteria. Monitoring thus requires one to identify those indicators at the beginning of strategy planning stage, to determine quick ways to measure changes in these variables. Performance information collected during routine monitoring process helps to judge on the need to undertake evaluation of performed activities and provides inputs for them: for example, progress against planned results can be measured.

M&E are essential management functions that are interactive and mutually supportive. Therefore monitoring and systemic reporting must be undertaken by all BL (Bauska, Svitene, Pakruojis, Pasvalis and Birzai).

Following in table 15 outputs and deliverables of the strategy are presented. To ensure overall implementation of the strategy each stakeholder has to be responsible for the collection of information and the annual reporting on performance and results.

<table>
<thead>
<tr>
<th>No. of objective</th>
<th>Objective</th>
<th>Key performance targets (indicators)</th>
<th>Appropriate long-term key result (see above)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.1.</td>
<td>Creation of innovative</td>
<td>Number of rooms adjusted for reading and educative purposes</td>
<td>(1) (2)</td>
</tr>
<tr>
<td>Business Centre Environment in Libraries</td>
<td>Number of innovative events for different target groups organised in library</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of technically advanced rooms</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of satisfied participants in events</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.2.2. Educate the community on issues concerning eventual and existing business possibilities in the region</th>
<th>Number of seminars, workshops, meetings for each target group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of satisfaction among participants</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.2.3. Inform the community on possibilities to develop existing businesses and start new ones</th>
<th>Number of new information possibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of customers who use it</td>
</tr>
<tr>
<td></td>
<td>% of satisfaction with services</td>
</tr>
<tr>
<td></td>
<td>Number of marketing activities carried out on BSL services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.2.4. Provision of qualitative business related services in libraries</th>
<th>Number of customers using support of librarians</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of customers using databases</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.2.5. Raising capacity and potential of BSL</th>
<th>Number of new services provided</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No of new jobs created</td>
</tr>
<tr>
<td></td>
<td>No of training courses attended</td>
</tr>
<tr>
<td></td>
<td>Satisfaction of BSL staff</td>
</tr>
<tr>
<td></td>
<td>% of satisfaction with services</td>
</tr>
</tbody>
</table>

| Indirect relation to key results |

Monitoring and evaluation of the strategy shall be based on the following monitoring and evaluation mechanisms:

- Work plans
- Annual monitoring reports
- Stakeholder meetings
- Self-evaluation

To ensure the appropriate implementation of the approved Strategy, necessary structures in each business support library (BSL) as well as Stakeholder Committee should be established no later than the end of 2013.

The role of the Stakeholder Committee will be:

1) To exchange the information between all BSL on annual work plans developed for implementation of the strategy;
2) To review and discuss results of implementation by presenting and analyzing Annual monitoring report of each BSL;
3) To discuss results of self-evaluations and customer surveys and to propose changes to strategy if necessary.
The structure of the Stakeholder Committee should be as follows:

<table>
<thead>
<tr>
<th>Title</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representatives of the Library</td>
<td>Implementers</td>
</tr>
<tr>
<td>Bauska BSL</td>
<td></td>
</tr>
<tr>
<td>Svitene BSL</td>
<td></td>
</tr>
<tr>
<td>Birzai BSL</td>
<td></td>
</tr>
<tr>
<td>Pasvalis BSL</td>
<td></td>
</tr>
<tr>
<td>Pakruojis BSL</td>
<td></td>
</tr>
<tr>
<td>Representatives of Local Municipalities</td>
<td>Strategic Partners</td>
</tr>
<tr>
<td>Representatives from Public Library Supervisor institutions in Each Country</td>
<td>Supervisors</td>
</tr>
<tr>
<td>Representatives of local business and youth organisations</td>
<td>Recipients</td>
</tr>
</tbody>
</table>

Stakeholder Committee meeting should be organised once a year beginning in 2014. The organisation and management of the meeting will be ensured by each BSL on rotation basis. The provisional timetable and the sequence for organisation of Stakeholder Committee meetings are provided in Figure 44.

![Figure 44: Provisional timetable and sequence for organisation of Stakeholder Committee meetings](image)

The overall monitoring and evaluation of the strategy should be based on the following principles:

- Partnership;
- Cooperation;
- Learning by doing;
- Accountability;

105
Therefore all partners involved in the implementation of the Strategy have overall responsibility for smooth and efficient organisation and running of Stakeholder Committee meetings. Prior the meeting BSL responsible for the organisation of the meeting will develop draft agenda and distribute it to all SC members. Responsibility of each BSL will be to develop Annual Work Plan and Annual Monitoring report and to submit it for consideration to other SC members prior to annual SC meeting. Annual Work Plan and Annual Monitoring report should contain at least information on planned and fulfilled activities of the Strategy as well as problems raised during the implementation of BSL strategy.

Self-evaluation of the implementation of the Strategy should be organised in the middle of the strategy period by Bauska BSL and conducted by those directly involved in the formulation, implementation and management of the Strategy. Template of the questionnaire attached to this strategy as Annex A can be used for self-evaluation.

4.5. Potential support for further development of BSL

4.5.1. Overall support frame and EU funds

For further support of the network of Business Support Libraries different financial instruments are analysed. There are different potential sources of financing, in particular, EU funding and other instruments.

Most of the support opportunities are related to the financing from European Union. In relation to the EU support it is important to distinguish:

- **Current period** when EU funding is planned and allocated to EU countries from 2007 – 2013 (meaning that projects can apply for the support till the end of this year and use it during next 2 years)

- **New period** when EU funding will be allocated for next 7 years from 2014 – 2020.

In spite of the fact that current period is running to the end, it is still important to understand what kind of EU support programmes are still available and can be used for the benefit of development of network of BSL.

The scheme below illustrates different EU funding sources. There can be divided 4 categories:

- EU funds that are allocated to particular EU country where call for project proposals are organised and funding decision taken. Usually eligible projects, applying for the support of EU funds, compete among themselves within the particular country. Under each of the fund usually specific directions of supports are set by particular country. Under EU funds “soft” and “hard” projects can be supported. “Soft” projects are meant the ones that do not have investment component and “hard” projects usually includes investment component, namely – building, construction, installation works or purchase of large-scale equipment.

- Territorial cooperation programmes – EU funding under these programmes are allocated to the cooperation areas usually involving
regions from neighbouring countries. This requirement is kept as well on the project level that each project applying for the support should involve partners from different cooperation countries covered by the programme. Eligible projects applying for the support compete with other project within the area or territory covered by particular programme. These programmes support wide range of costs – project management and administrative costs, services, travels, investments, etc.

- EU programmes are created to support projects in particular field. EU programmes usually are administrated within European Commission Services and projects applying for support compete with other projects throughout EU (with some exceptions). The general practice under these programmes is to support cooperation projects involving partners from more than one country. In most cases EU programmes support project management and administrative costs, services, small scale investments, travels and other intangible costs, but do not support large - scale investments.

- EU life long learning programmes are divided according to the target groups or education sectors – Leonardo da Vinci programme is for the vocational education and adult life – long learning. Gruntvig programme is foreseen for wider society for adult life – long learning. These programmes mainly supports mobility projects for experience exchange, partnership projects, sharing of experience, transfer of knowledge and innovations in certain fields.

Currently several call are launched under different EU programmes, it is important to follow actual information on the support available. Wide information source\(^\text{128}\) on the EU programmes - a web maintained and updated by EC. It provides information about grants support divided by different topics.

Another useful information source in Latvian language is the webpage http://www.esfinances.lv/lv/a/lapa/finansu-avotu-mekletajs. Furthermore useful information source in Lithuanian language is http://www.esparama.lt/. Up to date information is published there about different funding opportunities. The tool “news in email” can be used which weekly sends information on support programmes launched or planned.
As regards **EU funds**, most of the funding has already been allocated to the projects and just minor left – over of the support are provided to the projects. In relation to EU funds, currently most crucial issues are to follow to the programming process of a **new period**. Currently EC services are still adapting the new regulatory framework for new period setting the main support directions and rules for the allocation of funding. EC has issued a list or a frame of the thematic objectives that can be supported beyond 2013. In total EC proposed 11 thematic objectives (TO) and investment priorities for each TO. This list is attached in the Annex.
Each EU country now shall decide on a limited number of priority areas or Investment priorities for the support during next 7 years. Currently wide negotiations and public consultations are held on the selection of most appropriate investment priorities.

Thus this is the right time to express the needs of support for further 7 years according to the actual needs and that fits within the framework of Thematic Objectives issued by EC.

Therefore as regards EU funds currently concrete support possibilities cannot be identified yet. Needs of support shall be expressed to the local municipality, regional administrations, ministries and NGOs that are involved in the decision making process.

As for the timeline, the precise information is not available yet on possible dates when programmes will be approved and call for proposals launched. From the observations, optimistic prognoses that first call for proposals will be launched at the end of next year or beginning of 2015.

**Remember:** first 3 stages (coloured in green in scheme above) are the ones where publish consultations or negotiations are held – this is the right time to express opinion and set the needs of investments. In past 2 stages negotiations are not allowed, just project applications received, evaluated and decisions taken by policy makers.

**Project ideas:** currently observing TOs proposed the development of BSL network would fit under the 2nd TO (see Annex C) in relation to the development and improvement of e-services and Ones stop Agency regarding e-services. Under 3rd and 8th TOs all initiatives and actions related to the provision support and services to young and potential entrepreneurs, self-employed persons etc. (for the development environment of Business Incubators). Under 1st TO support for the promotion of innovative and new ideas – BSL can act as local accelerators for the promotion and support in development of new products and different social innovations. BSL can play certain role and already do that in supporting regeneration of deprived urban and rural communities, which fits under 9th TO.
BSL in rural areas can perform some functions in adult life – long learning that is supported under 10th TO.

However it should be noted that EU member states will define just few investment priorities that will be supported and therefore the concrete project ideas can be identifies when the support programmes will be approved. Currently it is important to promote the project idea of a development of BSL to be further foreseen within selected investment priorities.

4.5.2. Territorial Cooperation Programmes

The situation with Territorial cooperation programmes is similar to EU funds. All financing of current period has been already allocated to the projects and programming of programmes for new period has already started.

However Territorial cooperation programmes are in some extent faster than mainstream programmes of EU funds. There is LV – LT cross border cooperation (CBC) programme mentioned that is already well know programme to BSL network partners. BSR (Baltic Sea Region) programme includes following countries: 3 Baltic States, Russia and Belarus, Finland, Sweden, Norway, Denmark, Germany, Poland. There are other CBC programmes exist, but they does not cover whole territory of the network of BSL. However partners may apply separately attracting other partner, for instance, Central Baltic CBC programme (Lithuania – Estonia – Finland – Sweden) or Lithuania – Poland CBC programme.

Within some programmes decisions about Investment priorities has already been taken and first programme drafts are available. Each programme sets just 3 or 4 thematic objectives from the list issued by EC (Annex C). As from the optimistic time line, call within these programmes can be launched starting from the 3rd quarter of next year.

Remember: territorial cooperation programmes assuming their specifics now on the programme preparation stage identifies and will set in the programme documents large – scale projects (strategic – investment) projects. Assuming the need of investments for construction of new library buildings in Birzai and Bauska, it is important to be represented in the programming process and to express pro – active initiative by submitting and proposing project ideas to be assumed as large – scale projects.

Project ideas: Territorial cooperation programmes are the ones most advanced and attractive for the idea of further development of Business Support Library. This idea easily would fit under business and innovation promotion as well under the education, culture, social inclusion and other people – to – people cooperation activities. Please see above description of project ideas under EU funds and their relation to particular TO.

The idea of a business library widens the range of the possible appropriate programmes. The only rule for these programmes – the need of cooperation partner from other country of the programme area. As within this project network of partners already is established the same partnership can be used or inviting additional partners from neighbouring municipalities can widen it. As from the type of actions to be supported most of the actions proposed within the action plan can easily fit under territorial cooperation programmes.
Meanwhile there is one support programme currently available “EU seed money facility”. Seed money is EU funding to prepare projects that contribute to one of the priority areas or horizontal actions of the EU Strategy for the Baltic Sea Region.\textsuperscript{129}

Partners that receive seed money funding will draft a project plan that can be further developed into an application to any of the EU or national funding sources e.g. the European Structural & Investment Funds programmes 2014-2020. The plan has to include a description of activities and outputs, the composition of the partnership, the indicative budget and an analysis of funding possibilities. If the future project is to be focused on investments, also feasibility and pre-investment studies can be financed.

The total budget of the seed money project may range from 30,000 to 50,000 EUR. In justified cases, e.g. when pre-feasibility studies are included, the project budget may reach up to 100,000 Euro. The grant co-financing rate amounts up to 85%. The organisations implementing the seed money projects are expected to complement their grants with own contributions. These contributions must not come from other EU sources.

**Project ideas:** BSLs, especially those libraries planning to construct new buildings for the libraries can use this seed money facility to elaborate more detailed project application to apply for the support for the construction. Project has certain limitation areas and partnership requirements, but, in general, further development of Business Support Library as a local business and self-employment promotion centre, can qualify.

### 4.5.3. EU Programmes

**EU programmes** are the ones where still currently calls for proposals are launched and opened till the end of 2013 (concrete deadlines for call for proposals should be checked for each programme). EC launches calls and projects should usually be submitted to EC. However in some call for proposals projects are submitted locally. Most of EU programmes has local consultation or information contact points within each EU country.

**Youth in Action programme** aims to inspire a sense of active European citizenship, solidarity and tolerance among young Europeans and to involve them in shaping the Union’s future. It promotes mobility within and beyond the EU’s borders, non-formal learning and intercultural dialogue, and encourages the inclusion of all young people, regardless of their educational, social and cultural background.\textsuperscript{130} Programme support different youth initiatives and activities. For the support can apply any organisation representing youth, youth should be directly involved in the projects. Programme supports non-investment projects, travel costs for the mobility, costs of he organising events and other costs related to the target audience (youth).

**Project ideas:** BSL can apply for the support on behalf of active youth non-formal organisations. Support can be attracted to different initiatives involving youth:

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\textsuperscript{129}http://seed.eusbsr.eu/index.php/happly
\textsuperscript{130}http://eacea.ec.europa.eu/youth/programme/about_youth_en.php
• Development of the business skills for youth,
• Organisation the business idea competition for youth,
• Involvement of youth into business simulation games,
• Different youth activities to promote or for the benefit of local entrepreneurs (e.g. creation web pages for entrepreneurs, developing marketing plans for local small entrepreneurs etc.),
• Organisation cooperation and experience exchange events between youth and existing entrepreneurs to promote entrepreneurial spirit among youth,
• Etc.

**EU Citizenship programme** aims to bring Europe closer to its citizens and to enable them to participate fully in the European construction. Through this programme, citizens have the opportunity to be involved in transnational exchanges and cooperation activities, contributing to developing a sense of belonging to common European ideals and encouraging the process of European integration.¹³¹

**Project ideas:** as programme involves support for activities linked to town-twinning or through other kinds of citizens’ projects, BSL can use this programme for developing cooperation network with the libraries from other countries in order to increase capacity of BSL through experience exchange or to widen BSL network.

**EU Progress programme** has five sub – programmes related to the employment, social inclusion and protection, employment and working conditions, anti – discrimination, gender equality.¹³² Programme support non – investment projects related to the research, training, best practice and information exchange, etc. The programme support projects related to the promotion of employment of unemployed young people.

**Project ideas:** BSL can attack support for activities:

- Towards the unemployed persons as one of the social risks groups promoting them to start business or self – employment in such promoting social including and reducing discrimination against this social risk group,
- Related to the unemployed young persons, developing motivation programmes to start self – employment or business,
- Towards training and information activities of minorities (children and their parents) to help them to integrate into local business society,
- Etc.

**EU Culture programme** aims to encourage and support cultural cooperation within Europe in order to bring the European common cultural heritage to the fore. The Programme proposes funding opportunities to all cultural sections and all categories of cultural operators contributing to the development of cultural cooperation at European level, with a view to encouraging the emergence of


European citizenship. The programme mainly promotes: trans national mobility of cultural players, trans national circulation of artistic and cultural works and products, intercultural dialogue and exchanges.\textsuperscript{133}

**Project ideas:** assuming the narrow specialisation of the programme on a culture, libraries as representatives of cultural environment of municipalities can in general use this programme for promoting networking to libraries of other countries covering business support as one of the topics. This programme can support cultural events organised by libraries where families of entrepreneurs can be invited to participate. Project ideas may cover wider cooperation of libraries related to the common characteristics of all municipalities involved in BSL network - the historical heritage - manors, palaces and castles.

**EU programme Daphne III** aims to contribute to the protection of children, young people and women against all forms of violence and attain a high level of health protection, well-being and social cohesion. Its specific objective is to contribute to the prevention of, and the fight against all forms of violence occurring in the public or the private domain, including sexual exploitation and trafficking of human beings. It aims to take preventive measures and provide support and protection for victims and groups at risk.\textsuperscript{134}

**Project ideas:** this programme can indirectly support the development of network of BSL and individual activities of each BSL. Projects can be related to different information activities about the problems of the violence covered by programme, experience exchange, organizing specific programmes for the persons being under violence. Thus such projects would ensure wider marketing and visibility of libraries; indirectly business support activities can be disseminated.

4.5.4. EU life – long learning programmes

**Gruntvig programme** focuses on the teaching and study needs of learners taking adult education and ‘alternative’ education courses, as well as the organisations delivering these services. It aims to help develop the adult education sector, as well as enable more people to undertake learning experiences, notably in other European countries.\textsuperscript{135}

**Project ideas:** BSL can benefit from this programme in 2 ways;

- One is to increase capacity of BSL staff. Staff can participate in international trainings, workshops or other educating events to increase skills and knowledge in certain sector. In this case, the programme covers travel, accommodation costs and daily allowances.

- Other possibility for BSL is apply as a training or workshop organizer in theme, for instance, related to business start – up, development of innovations, project management, etc. In this case programme will provide financing for the organizing this event covering all organizing costs and costs for lectors. The last option would indirectly give as well publicity for BSL and international visibility.

**Leonardo Da Vinci programme** links policy to practice in the field of vocational

\textsuperscript{133}http://eacea.ec.europa.eu/culture/programme/about_culture_en.php
\textsuperscript{134}http://ec.europa.eu/justice/grants/programmes/daphne/index_en.htm
\textsuperscript{135}http://ec.europa.eu/education/lifelong-learning-programme/grundtvig_en.htm
education and training (VET). Projects range from those giving individuals the chance to improve their competences, knowledge and skills through a period abroad, to Europe-wide co-operation between training organisations.

**Project ideas:** as it is mentioned above programme mainly support VET and adult learning institutions providing VET. BSL can be involved in the projects as a partner organization to VET institution in relation to increasing business related skills and competence of target audience. Bauska library already has cooperated before with VET institution “Latconsul” by providing premises for organizing the training related to the entrepreneurship.

4.5.5. Other support instruments

There are some other instruments providing support for different initiatives and projects besides EU support instruments. The scheme below illustrates some of the instruments.

**Norden** (the Nordic Council of Minister) provides different grant programmes in Latvia and Lithuania. Norden provides support in order to promote cooperation between Baltic States and Nordic countries – Finland, Sweden, Norway, Denmark and Island.136

Within **Public administration programme** the staff of BSL can increase a capacity and exchange experience with Nordic countries by study visits, internship, participation in training and network activities.

**Culture and Art Programme** gives support to projects in all fields of culture and art. There are 2 sub – programmes: production based activities and capacity development. The production-based activities are meant for projects that concentrate on culture and art productions, and creative work. The key word is innovation, which means the development and testing of new ideas, concepts and processes. The capacity development is meant for projects that centre on sharing of knowledge and capacity development among artists and cultural operators. These can involve, for example, seminars, courses and workshops.137

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136www.norden.lv and www.norden.lv
**Mobility Programme** is open to applicants from all the Nordic and Baltic countries. The Baltic countries, together with the Nordic countries, takes part on equal footing in both decision-making and funding.\(^{138}\) This programme has 3 sub-programmes.

Mobility for individuals, mainly targeted towards artists and representatives of culture institutions. BSL can use the support of this programme for increasing the capacity of the staff in the field of culture, business services of library can be integrated within the capacity-increasing programme.

Second sub-programme is targeted towards network building within the fields of art and culture in the Nordic and the Baltic countries. BSL can use the support of this programme for cooperation with libraries of Nordic countries in order to develop wider BSL network.

Support for artists residences under 3\(^{rd}\) sub-programme supports residencies in the Nordic and Baltic countries that offer working facilities for professional artists and cultural operators resident in a Nordic or Baltic country. The concept of residency: offers professional conditions for concentrated and productive work for professional artists, cultural operators and researchers, creates meetings between professional artists, introduces contacts to the art and culture field in the residency’s surrounding area, takes part in the current artistic discourse. BSL under this programme may promote business of creative industries and ensure not just possibility to work for the artists, but direct them towards the business opportunities.

**KreaNord** for the cultural and creative industries 2013–2015 is designed to promote Nordic co-operation in the creative sector. The objective is to make a greater impact in the Nordic Region and beyond. The programme is based on KreaNord’s vision of the cultural and creative industries as catalysts of Nordic growth, jobs and innovation. The programme defines the following as creative: architecture, literature, film and video, design, artistic activities, cultural institutions, festivals, fashion, music, radio and TV, performing arts, computer games and new media.\(^{139}\)

Programme makes a particular effort to encourage industry bodies to apply for funding. In sectors where no such Nordic industry association exists, it is possible to apply for a grant to set one up. Industry associations must document that they work with small or medium-sized enterprises, which means that these companies may take part in the project as partners. BSL can act as local institution promoting entrepreneurship in creative industries.

**NORDBUK** programme of supports projects, and collaboration between organisations within the children and youth sector by increasing children’s and youth’s participation in activities concerning cultural, political and social questions in the North. Children’s and youth organisations, that have members in at least three of the Nordic Countries, can apply for support for planning and development of their Nordic cooperation. Children’s and youth organisations and groups can apply for support for arranging seminars, courses, camps etc. Support can also be applied for producing publications. BSL can act on behalf of or in cooperation with the children and youth organization.


EEA and Norway Grants programme has specific priorities of support and programmes set in each country. Support covers different fields, for instance green entrepreneurship, preservation of cultural heritage, cooperation and capacity building of public institutions where BSL may apply.

4.5.6. Interrelation between strategic objectives and support instruments

As it is described in previous sections there are different support instruments with rather wide range of support. Different project ideas in order to develop BSL network and each BSL can be supported under different support instruments. Scheme below shows strategic objectives and most appropriate funding sources for each of the objective.
List of Information Sources

16. Peter Wilson AM National President, Australian Human Resources Institute, White Paper, People@work/2020, 2010
Self Evaluation

The Midterm evaluation should be created electronically and sent to the recipients to be fulfilled. A draft of the questionnaire should contain but has not to be limited to the questions described below.

<table>
<thead>
<tr>
<th>Progress of the overall implementation of the Strategy</th>
<th>Poorly</th>
<th>Less good</th>
<th>Good</th>
<th>Very good</th>
<th>Excellent</th>
<th>N/A&lt;sup&gt;140&lt;/sup&gt;</th>
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<tbody>
<tr>
<td>How is BSL is proceeding in achieving strategic objectives in respective themes:</td>
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<td>Relaxing and educative environment</td>
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<td>Technically advanced environment</td>
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<td>Business incubator environment</td>
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<td>Thematic events with participation of professionals</td>
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<tr>
<td>Experience exchange cooperation for and among entrepreneurs</td>
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<td>Information on library news</td>
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<td>Information on new services provided</td>
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<td>Individual work with customers</td>
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<td>Periodic updating of business relevant books and periodicals</td>
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<td>Qualitative and accessible services</td>
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<td>Capacity building to provide new services for customers – existing and potential entrepreneurs</td>
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<td>Development of ICT infrastructure and services</td>
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<td>Additional comments:</td>
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</table>

<sup>140</sup> Not applicable means that BSL don’t take actions for implementation of respective theme.
### Progress of the work plan, main outputs and expected results

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<thead>
<tr>
<th>How BSL is proceeding in achieving its overall main outputs:</th>
<th>Poorly</th>
<th>Less good</th>
<th>Good</th>
<th>Very good</th>
<th>Excellent</th>
<th>Do not know</th>
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<tbody>
<tr>
<td>Organisation of seminars, workshops, meetings for each target group</td>
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<td>Development of new information possibilities</td>
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<td>New customers using support of librarians</td>
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<td>Development of new services for new target group</td>
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<td>Implementation of new services by new target group</td>
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<td>How BSL is proceeding with development of annual work plans?</td>
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<td>How BSL is proceeding with implementation of customer surveys?</td>
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<td>Additional comments:</td>
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### Assessment of Cooperation Mechanisms

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<tr>
<th>How is the Stakeholder Committee structured and organised</th>
<th>Poorly</th>
<th>Less good</th>
<th>Good</th>
<th>Very good</th>
<th>Excellent</th>
<th>Do not know</th>
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<tr>
<td>How efficient is the overall cooperation between all stakeholders</td>
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<td>How is the cooperation and involvement of the partners</td>
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<tr>
<td>How is your own contribution to partnership and cooperation</td>
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<tr>
<td>Additional comments:</td>
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MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (the “Memorandum”) made <Date>, by and between <Name of Party 1> (“Abbreviation of Party 1”), <Name of Party 2> (“Abbreviation of Party 2”), <Name of Party 3> (“Abbreviation of Party 3”) <Name of Party 4> (“Abbreviation of Party 4”) and <Name of Party 5> (“Abbreviation of Party 5”), shall set forth the expressed intentions of the parties related to the project described herein.

WHEREAS <Abbreviation of Party 1>, <Abbreviation of Party 2>, <Abbreviation of Party 3>, <Abbreviation of Party 4> and <Abbreviation of Party 5> wish to discuss entering into a written final definitive agreement, some of the proposed, but not yet conclusively agreed upon essential or material terms of which are set forth below;

AND WHEREAS <Abbreviation of Party 1>, <Abbreviation of Party 2>, <Abbreviation of Party 3>, <Abbreviation of Party 4> and <Abbreviation of Party 5> desire to enter into this Memorandum, setting out some, but not all of the essential or material general and basic terms, conditions, services, rights, duties, and obligations that may be provided for in a written final definite agreement for such project as is generally described within this Memorandum.

1.0. PURPOSE

1.01. The purpose of this Memorandum is to provide for the beginning or discussions or framework for the anticipated written final definitive agreement that may govern the proposed cooperation (“the Cooperation”) between <Abbreviation of Party 1>, <Abbreviation of Party 2>, <Abbreviation of Party 3>, <Abbreviation of Party 4> and <Abbreviation of Party 5>. It is not intended to set forth all the essential or material terms of an agreement and it is, therefore, not legally binding. The anticipated project is described as follows:

In the framework of Latvia-Lithuania Cross Border Cooperation Programme 2007-2013 project „Establishment of business support library cross border network” (LLIV-253) is designed to promote competitive entrepreneurship in cross border of Latvia and Lithuania providing easy access to the business supporting measures at rural territories. The direct objectives of the Project are:
1) To establish a cross border network of business support libraries (BSL) as business resource centres on basis of existing network of public libraries;
2) To facilitate physical and virtual access to established resource centres; and
3) To promote entrepreneurship mentality in the region via complex entrepreneurship promotion activities for local youth, potential entrepreneurs and existing SMEs.

2.0. COOPERATION

The main Goal for all Parties in the framework of Project is to develop cross-regional network for entrepreneurship-related education, knowledge, information and experience sharing.

2.01. The activities and services for the proposed Cooperation are anticipated to include the following responsibilities or obligations to be performed by the respective parties as identified below:
2.01.1. <Abbreviation of Party 1>: <list of the obligations of Party1>
2.01.2. <Abbreviation of Party 2>: <list of the obligations of Party2>
2.01.3. <Abbreviation of Party 3>: <list of the obligations of Party3>
2.01.4. <Abbreviation of Party 4>: <list of the obligations of Party4>
2.01.5. <Abbreviation of Party 5>: <list of the obligations of Party5>

3.0. RESOURCES

3.01. It is anticipated that <Abbreviation of Party 1> may provide the following resources in respect to the proposed Project:
   <list of the resources provided by Party1>
3.02. It is anticipated that <Abbreviation of Party 2> may provide the following resources in respect to the proposed Project:
   <list of the resources provided by Party2>
3.03. It is anticipated that <Abbreviation of Party 3> may provide the following resources in respect to the proposed Project:
   <list of the resources provided by Party3>
3.04. It is anticipated that <Abbreviation of Party 4> may provide the following resources in respect to the proposed Project:
   <list of the resources provided by Party4>
3.05. It is anticipated that <Abbreviation of Party 5> may provide the following resources in respect to the proposed Project:
   <list of the resources provided by Party5>

4.0. FUNDING

4.01. It is anticipated that <Abbreviation of Party 1> may advance or provide the sum of <amount of funding> towards or for the Project.
4.02. It is anticipated that <Abbreviation of Party 2> may advance or provide the sum of <amount of funding> towards or for the Project.
4.03. It is anticipated that <Abbreviation of Party 3> may advance or provide the sum of <amount of funding> towards or for the Project.
4.04. It is anticipated that <Abbreviation of Party 4> may advance or provide the sum of <amount of funding> towards or for the Project.
4.05. It is anticipated that <Abbreviation of Party 5> may advance or provide the sum of <amount of funding> towards or for the Project.

4.06. It is anticipated that <Abbreviation of Party 1>, <Abbreviation of Party 2>, <Abbreviation of Party 3>, <Abbreviation of Party 4> and <Abbreviation of Party 5> may agree that each of them shall not be liable for more than amount of funds each contributes, advances, or provides to the Project.
4.07. It is anticipated that <Abbreviation of Party 1>, <Abbreviation of Party 2>, <Abbreviation of Party 3>, <Abbreviation of Party 4> and <Abbreviation of Party 5> may agree that any funds identified herein as to be contributed by one or more of the Parties shall be advanced or provided by the designated party according to a schedule that will be agreed upon and included within the definitive agreement if and when such agreement is executed by the Parties.

4.08. It is anticipated that such funds may be managed by <Abbreviation of Party 1>. 
5.0. LIMITATIONS

5.01. Except for Section 7.0., this Memorandum is NOT intended to be legally binding and is NOT intended to impose legal or equitable rights or obligations on < Abbreviation of Party 1>, < Abbreviation of Party 2>, < Abbreviation of Party 3>, < Abbreviation of Party 4> and < Abbreviation of Party 5>, and will have no legal or equitable effect.

5.02. < Abbreviation of Party 1>, < Abbreviation of Party 2>, < Abbreviation of Party 3>, < Abbreviation of Party 4> and < Abbreviation of Party 5> shall not be responsible for the action of any third parties or associates who may be involved in any activities outlined in this Memorandum.

6.0. DURATION

6.01. As this is a non-legally binding Memorandum, except as stated in Section 5.0., and only the written final definitive agreement will be binding on the Parties, the Parties are free to discontinue discussions and negotiations regarding the proposed Project at any time they please, as well as re-continue discussions and negotiations, and may enter into the same or similar proposed Project with any other Party, with fewer than all of the Parties, or with any third-party. The Parties may exercise common courtesy and inform each other if and when they wish to discontinue discussions.

7.00 ADDITIONAL PROVISIONS

7.01. Any amendments to this Memorandum are strictly prohibited, unless such amendments are agreed to by all Parties, and such agreement being in writing and signed by all Parties. There shall be no oral agreements.

IN WITNESS WHEREOF the Parties have executed this Memorandum as of < Date >

< Name of Party 1 > (“ Abbreviation of Party 1 ”)

_____________________< Name and title of representative of Party 1 >

< Name of Party 2 > (“ Abbreviation of Party 2 ”)

_____________________< Name and title of representative of Party 2 >

< Name of Party 3 > (“ Abbreviation of Party 3 ”)

_____________________< Name and title of representative of Party 3 >

< Name of Party 4 > (“ Abbreviation of Party 4 ”)

_____________________< Name and title of representative of Party 4 >

< Name of Party 5 > (“ Abbreviation of Party 5 ”)

_____________________< Name and title of representative of Party 5 >
Thematic objectives (TO) and investment priorities proposed by EC\textsuperscript{141}

1. 1\textsuperscript{st} TO: Strengthening research, technological development and innovation:
   • Enhancing research and innovation infrastructure (R&I) and capacities to develop R&I excellence and promoting centres of competence, in particular those of European interest;
   • Promoting business R&I investment, product and service development, technology transfer, social innovation and public service applications, demand stimulation, networking, clusters and open innovation through smart specialisation;
   • Supporting technological and applied research, pilot lines, early product validation actions, advanced manufacturing capabilities and first production in Key Enabling Technologies and diffusion of general purpose technologies;

2. 2\textsuperscript{nd} TO: enhancing access to and use and quality of ICT:
   • Extending broadband deployment and the roll-out of high-speed networks;
   • Developing ICT products and services, e-commerce and enhancing demand for ICT;
   • Strengthening ICT applications for e-government, e-learning, e-inclusion and e-health;

3. 3\textsuperscript{rd} TO: enhancing the competitiveness of SMEs:
   • Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms;
   • Developing new business models for SMEs, in particular for internationalisation;

4. 4\textsuperscript{th} TO: supporting the shift towards a low-carbon economy in all sectors:
   • Promoting the production and distribution of renewable energy sources;
   • Promoting energy efficiency and renewable energy use in SMEs;
   • Supporting energy efficiency and renewable energy use in public infrastructures and in the housing sector;
   • Developing smart distribution systems at low voltage levels;
   • Promoting low-carbon strategies for urban areas;

5. 5\textsuperscript{th} TO: promoting climate change adaptation, risk prevention and management:
   • Supporting dedicated investment for adaptation to climate change;
   • Promoting investment to address specific risks, ensuring disaster resilience and developing disaster management systems;

6. 6\textsuperscript{th} TO: protecting the environment and promoting resource efficiency:

• Addressing the significant needs for investment in the waste sector to meet the requirements of the environmental acquis;
• Addressing the significant needs for investment in the water sector to meet the requirements of the environmental acquis;
• Protecting, promoting and developing cultural heritage;
• Protecting biodiversity, soil protection and promoting ecosystem services including NATURA 2000 and green infrastructures;
• Action to improve the urban environment, including regeneration of brownfield sites and reduction of air pollution;
7. 7th TO: promoting sustainable transport and removing bottlenecks in key network infrastructures:
• Supporting a multimodal Single European Transport Area by investing in the Trans-European Transport Network (TEN-T) network;
• Enhancing regional mobility through connecting secondary and tertiary nodes to TEN-T infrastructure;
• Developing environment-friendly and low-carbon transport systems and promoting sustainable urban mobility;
• Developing comprehensive, high quality and interoperable railway system;
8. 8th TO: promoting employment and supporting labour mobility:
• Development of business incubators and investment support for self-employment and business creation;
• Local development initiatives and aid for structures providing neighbourhood services to create new jobs, where such actions are outside the scope of Regulation (EU) No [...]/2012 [ESF];
• Investing in infrastructure for public employment services;
9. 9th TO: promoting social inclusion and combating poverty:
• Investing in health and social infrastructure which contribute to national, regional and local development, reducing inequalities in terms of health status, and transition from institutional to community-based services;
• Support for physical and economic regeneration of deprived urban and rural communities;
• Support for social enterprises;
10. 10th TO: investing in education, skills and lifelong learning by developing education and training infrastructure;
11. 11th TO: enhancing institutional capacity and an efficient public administration by strengthening of institutional capacity and the efficiency of public administrations and public services related to implementation of the ERDF, and in support of actions in institutional capacity and in the efficiency of public administration supported by the ESF.