

**NATIONAL LIBRARY OF MONGOLIA  
STRATEGY 2010-2016**

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## CHAPTER 1. EXECUTIVE SUMMARY

### 1.1. Brief Introduction to the Strategy

This strategy sets out policies and actions to implement to develop the National Library of Mongolia for 2009-2015, under two strategic phases.

National Library of Mongolia is scheduled to move into a new building in 2012. In the present state, the Library does not have any services based on modern technology that can meet the needs of 21<sup>st</sup> century users. The Library services are limited to the traditional services only, and its tasks to store and preserve rare and valuable books are being in a difficult state.

This Strategy encompasses two strategic phases. The first phase (- the transition period -) covers the period until the Library moves into the new building. During this phase, the old-styled service model will be abandoned; a new service model will be introduced; human resources will be developed; equipment and technology will be upgraded and the new service models designed for the new building will be prepared ready to apply. The 2<sup>nd</sup> strategic phase (- the trial period -) covers the first 1-2 years after the Library moves into the new building. During this phase, those changes prepared in the 1<sup>st</sup> phase will be tried and implemented in the new building.

In today's information age, libraries in most countries have the responsibility to store and preserve for the future generation the nation's cultural and written heritages, as well as responsibilities to connect the users to information and knowledge about the respective country and about the rest of the world. To perform these important responsibilities, national libraries in many countries are developing short- and long-term strategies for development and attracting investment through reflecting the strategies in the public policies and informing the users and partners about the strategies. Such investment is enabling the libraries to introduce new services based on information technology and new uses of library services.

National Library of Mongolia has an enormous role in the society for the achievement of the Government's objective "to make ICT a stimulus for development and to lay the foundations of knowledge-based society"<sup>1</sup>. However, the National Library of Mongolia today is facing major challenges in collecting information and knowledge resources and in delivering them to the users in reliable, accessible, convenient and economical ways. To respond to these challenges, the National Library of Mongolia has developed this Strategy in cooperation with the Ministry of Education, Culture and Sciences, the Mongolian Libraries' Consortium the Open Society Forum and with assistance from consultants from the international organization eIFL.net.

### 1.2. Rationale

Mongolia has undergone important changes socially and economically since the country shifted from socialism to democracy 20 years ago. The country's future development goals were set out in the key development policy documents, including the "Millennium Development Goals of Mongolia" (1990-2015)<sup>2</sup> and "Comprehensive National Development Strategy of Mongolia" (2008)<sup>3</sup>. These documents envision "significant achievements in developing the national heritage and values in harmony with globalization, developing an information society and a knowledge-based economy to provide economic growth and meeting the intellectual needs of the citizens by

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<sup>1</sup> The Government's e-Program

<sup>2</sup> [http://www.mongoliamdg.mn/index.php?option=com\\_content&task=view&id=19&Itemid=44&lang=Mongolian](http://www.mongoliamdg.mn/index.php?option=com_content&task=view&id=19&Itemid=44&lang=Mongolian)

<sup>3</sup> [http://www.tusuv.mn/files/Undesnii\\_xugjliin\\_tsogts\\_bodlogo-/Eng-Mon-2008.3.24.pdf](http://www.tusuv.mn/files/Undesnii_xugjliin_tsogts_bodlogo-/Eng-Mon-2008.3.24.pdf)

delivering arts and cultural services accessibly and in a high quality”. It is reflected in the Government Agenda 2008-2012<sup>4</sup> that a high-speed information infrastructure covering the whole country, reaching to the most remote districts and border points, will be developed by expanding the present network of information and communications that covers 60% of the country’s territory to date. Such information technology infrastructure covering the country’s 1.5 million square km territory will benefit a population of 2.7 million<sup>5</sup>, which is highly literate (with 98% literacy rate) and young (- 30% of Mongolia’s population are under 18 years of age). Given its responsibility to function as the Professional Methodological Centre for all public and university libraries in Mongolia, the National Library of Mongolia has a crucial role to play in achievement of the above objectives of the Government and for implementation of public policies to develop a knowledge-based economy.

The National Library of Mongolia was made the **National Central Library** by Government Resolution Nr. 23 of 1994 – with responsibilities to provide the public libraries of Mongolia with professional methodology guidance and information. Status of the Library was further upgraded to its present status in 2004 by Government Resolution Nr. 196 and it became the **National Library of Mongolia** with responsibilities to store and preserve the national written heritage, provide public libraries with professional methodology and create and serve with shared resources of books and periodicals published in Mongolia and significant foreign books and publications. However, the financial and budget difficulties of the post-communist transition period led to a slow down in the development of educational, cultural and science sectors in the country. Especially, library services were left underdeveloped, incapable of offering modern services beyond the traditional reading room services.

Mongolia’s economy has grown significantly in the past 2-3 years with the GDP growth reaching 9.9% in 2007<sup>6</sup>. However, the recent global financial and economic downturns have affected all sectors of economy in Mongolia. The Government of Mongolia is thriving to take advantage of the vast natural recourses of the country to overcome the present economic slowdown and to remain committed to the policies to build a knowledge-based economy and society. Nevertheless, the present economic downturn has resulted in annulling of the 2009-2010 budgets for the public libraries and the National Library’s acquisition of new books and printed press.

According to the UNESCO guidelines (Schick, 1972:8-9)<sup>7</sup>, the essential responsibilities of the national library include acquisition of significant publications published in the country (in compliance with the deposit law and other relevant regulations); collecting books in foreign languages relating to the country; producing the national bibliography and compiling the national union catalog. In addition, in most countries the national library has the duty to “collect, store, preserve and promote the nation’s cultural heritage”<sup>8</sup>, even though duties of national libraries vary across countries.

The National Library of Mongolia (- which has the above important duties -) moved to its present building in 1951 with its 500,000 books. Since then, the collection of the Library has grown to reach 3 million books. During this period, the building has not had any major renovation or physical extension, except the three routine repairs that were made in 1977, 1990 and 2000. The 2005 inspection by the National Professional Inspection Department concluded that “the degradation of

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<sup>4</sup> [http://www.open-government.mn/download/ZG\\_morn-xotolbor.pdf](http://www.open-government.mn/download/ZG_morn-xotolbor.pdf)

<sup>5</sup> Statistics Book of Mongolia, 2008

<sup>6</sup> [www.worldbank.org/mn](http://www.worldbank.org/mn)

<sup>7</sup> <http://ifla.queenslibrary.org/VII/sl/gnl/gnl-il.htm#intro>

<sup>8</sup> <http://ifla.queenslibrary.org/VII/sl/pub/sl-PerformanceIndicators2006.pdf>

the building has caused cracks in the main structures; the building does not meet electric and safety requirements for application of modern technology; the micro environment in the building does not meet the health standards and the working space does not meet the work facilities standards.” Moreover, the present supply and technical capacity of the equipment in the Library is inadequate and the Library does not have an information technology infrastructure as such. There is an urgent need for a systematic human capacity building policy, and more financial resources, for continuous upgrading of the skills of the personnel.

Therefore, President of Mongolia issued a decree in 2008 to build a new building complex for the National Library of Mongolia, to upgrade its services and to allocate the required resources from the State Budget and the grant which Mongolia received from the Kuwait Foundation. This decree is also reflected in Government Agenda 2008-2012: “A new building complex will be built for the National Library of Mongolia.” (Section 1.2.27)<sup>9</sup>. At the foundations laying ceremony for the new building complex of the National Library, which took place in 2008; the Minister of Education, Culture and Sciences said: “This new building for the National Library will be the most effective investment in sectors of education, culture and sciences since the time when the country shifted to the market economy. The new library will be a modern educational palace equipped with the latest technology and facilities – a favorite place for everyone to visit.”<sup>10</sup>

At present, the National Library of Mongolia is not only unable to provide modern services based on digital infrastructure (- to meet the needs of the technology era); it is in fact struggling financially and capacity-wise to provide even the minimum services required from a national library – the services that have become standard services in national libraries in other countries. Therefore, a radical reform in the library service and service environment of the National Library is needed and it will bring a major progress in the intellectual, learning and research advancements of the population of Mongolia.

To initiate such reform, the National Library of Mongolia has developed a Strategy for its development for 2009-2015, comprising two phases: Phase I: 2009-2011 and Phase II: 2012-2015. In this Strategy, we set out comprehensive goals and objectives that require new skills, a new structure, new decisions, a new legal environment for sustained operations and new investment so that the National Library is able to provide new, accessible and reliable services that can meet the demands of 21<sup>st</sup> century users; besides playing its leading role as the national library of the country. We envision that the outcomes of Strategy will contribute to the realization of the public policy to create a knowledge-based economy and society, benefit every citizen of Mongolia and contribute to the development of Mongolia to a significant extent.

### **1.3. Present State of Affairs of National Library of Mongolia**

National Library of Mongolia was founded in 1921 at the Academy of Sciences of Mongolia. Book exchanges between the Library and foreign libraries were initiated as early as 1924 and the Library became a member of the International Federation of Library Associations and Institutions (IFLA) in 1991. To date, the Library has book exchange programs with over 100 libraries in 70 countries. The purpose of the National Library of Mongolia, according to its *Rules of Organization and Operation*, is “to collect and preserve manuscripts, sutras, academic degree dissertations, as well as books and periodicals that are published in Mongolia and significant foreign books and periodicals; to create a

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<sup>9</sup> [http://www.open-government.mn/download/ZG\\_morn-xotolbor.pdf](http://www.open-government.mn/download/ZG_morn-xotolbor.pdf)

<sup>10</sup> “Mongol Messenger” English Weekly Newspaper, June 14, 2008

national bibliography; to serve efficiently the library users with the above material and to provide other public libraries with professional methodology, guidance and information.”<sup>11</sup>

Of the three million books and publications in the Library’s collection, one million are rare and valuable books, sutras and manuscripts, including the world’s only copy of the Buddhist ‘*Nine Treasures Ganjuur*’, the 18<sup>th</sup> century ‘*Sandui Jud*’ inscribed with gold on silver sheets, the ‘*Jadamba*’ inscribed on palm-tree leaves, which was used by the ancient Indian philosopher Nagarjunai, and many other items. The National Library of Mongolia is not only the largest library in the country, it is also the *Professional Methodological Centre* that develops regulations and legal documents to be applied in libraries in the country, develops and publishes professional publications, guidelines and bibliography and provides consultancy to over 1,500 public libraries of the country.

### ***The National Library of Mongolia in Figures***

Stacks	8
Reading Rooms	5
Divisions	5 ( <b>Divisions:</b> <i>Information, Methodology and Research Division; Storage and Stacks Division; Book Acquisition, Processing and Exchange Division; Reading Service Division; Administration and Maintenance Division.</i> )
Collection	3 million
Number of Users	60,000 (per year)
Administrative Staff	1
Professional Staff	55
Assistant Staff	20
Number of Computers	40
Computers for Public Use	21

The Library is connected to Internet in 2001. Over the past 10 years, 300,000 books and publications have been electronically cataloged, as part of the efforts to convert the present paper catalog (of three million books) to an electronic catalog. Prior to 1990, a national (paper) union catalog was being compiled in accordance with the Library’s goals and responsibilities, but the activity was halted due to the changes in public policy and budget, as the country shifted to a new political system. At present, each public library in Mongolia compiles its own catalog and bibliography, costing more public money and resources overall than compiling a single union catalog based at the national library of the country. Therefore, the Strategy 2009-2015 encompasses an objective to compile an electronic union catalog based at the National Library of Mongolia for reference of all public libraries.

The number of users of the Library in a year is only equal to 5% of the population of the city of Ulaanbaatar. Moreover, a survey shows that (according to 60% of respondents) the present services of the Library do not even meet fully the needs of the present users, who are mostly university and college students and researchers<sup>12</sup>. The prospect of increasing the number of users in the near future is weak, unless the Library develops new and efficient services based on a digital infrastructure; creates an electronic search system, applies modern technology in its services and provides access to online information databases.

<sup>11</sup> *Rules of Organization and Operation of the National Library of Mongolia*, February 08, 2005

<sup>12</sup> ‘*Survey on users of the National Library of Mongolia*’, October 2, 2009

At present, the Library has two large digital databases: *Mongolian Manuscripts* and *Tibetan Sutras*. These include three titles of Mongolian manuscripts (385 volumes), which were digitized with the funding from the Indian Government, and two titles of Tibetan sutras (226 volumes and 2,840 sutras, written by over 150 Tibetan lamas), which were digitized with assistance from ACIP (USA). However these digital databases are not available to the public, due to the lack of equipment and software for displaying or offering them to the public. Digitization of rare and valuable books is also in the initial stage only. Nevertheless, the Library is aiming to provide the users with access to important foreign electronic resources and database thanks to its collaboration with the Mongolian Libraries' Consortium, which was established with assistance from eIFL.net.

However, a new building will be essential for modernization and extension of the Library's services and capacity - so that the Library is able not only to store and preserve the cultural heritage and the nation's ever-growing intellectual heritage, but it is also able to promote those heritages and make them accessible for the users. A new building is essential also for introducing new library services that are based on information technology. The present building would be inadequate for achieving the above goals, even if it undergoes a reconstruction.

In 2005, the Government issued a decree to grant the Library the status of National Library of Mongolia, to make an organizational change, to expand its collection and to extend the services. However, the decree has not been put to practice until today, because the required resources and budget were not been allocated. On the other hand, important changes were made to the *Rules of Organization and Operation* of the Library to reflect its new function as National Library of Mongolia from 2005 and onwards. These changes included tasks "to introduce advanced technology to the operation of the Library, to introduce automation to operation of the Library and to carry out research in library studies and bibliography" (Section 2.4., 2.6. and 2.8). However, these tasks will not be feasible to carry out without systematic and consistent funding and policy-level regulations.

Therefore, the actions planned in this Strategy 2009-2015 will need to be carried out effectively and systematically so that the Library can successfully perform the responsibilities set out by its rules of organization and operation, effectively implement the government policies and decisions and comply with guidelines of the IFLA and UNESCO. In addition, the successful achievement of these strategic objectives will depend on the policy support and investment from the Government of Mongolia and the Ministry of Education, Culture and Sciences. It will also require partnership with and investment from international organizations and philanthropy organizations, as well as exchange of best practices with national libraries of other countries.

#### **1.4. Strategy Priorities**

In the frame of this Strategy, the National Library sets out the following four main priorities in 2009-2015.

##### **1.4.1. Content and Access Strategy**

In collecting and enriching its content in 2009-2015, the National Library of Mongolia will give priority to:

- users' needs and demands;
- improving the quality of the print based content and collecting electronic content and providing access to it;
- ensuring long-term and reliable storage, preservation and dissemination.

Given the above priorities, major jobs will be done to renew and enrich the content. Specifically, the Library will collect and provide access to:

- rare and valuable books and ancient manuscripts
- contemporary print based and digital material, including the digital resources in Mongolian
- foreign books and journals relating to Mongolian studies
- works and publications by Nobel laureates
- works and publications of the latest scientific advancements and breakthroughs
- electronic database relating to sciences and research.

In collecting rare and valuable books and ancient manuscripts, the Library will conduct investigative search to acquire in hard copies or in electronic copies those items in private collections.

In cooperation with the Ministry of Education, Culture and Sciences and the Mongolian Libraries' Consortium, the Library will conduct advocacy work for securing a legal act based on the decree of President of Mongolia issued regarding the book donation to the Library. This way, the Library will ensure possibility to acquire deposit copies of newly published print based and electronic books.

The National Library of Mongolia has a significant collection of foreign and Mongolian research works relating to Mongolian Studies. The responsibility to enrich and update this collection will remain as one of the main responsibilities of the National Library of Mongolia.

To respond to the globalizing, technology-based and information age of today, the Library will select important electronic research recourses of foreign countries and provide the users with access to such resources. Preparation work for such access will be undertaken during the 1<sup>st</sup> strategic phase, so that the users can already enjoy the access in the 2<sup>nd</sup> strategic phase. In particular, the Library will seek possibilities to subscribe, on a discount basis, to those shared online resources, such as EBSCO, JSTOR, SPRINGER or ELSEVER, which are widely used internationally.

The renewed and enriched contents will be accessible for users in the following ways:

- in specialized reading rooms (- the present reading rooms will be specialized accordingly)
- online (membership based access from inside and outside the Library)
- through services-without-walls (book loan and mobile services)
- through inter-library book exchange
- through different events (such as exhibitions, public lectures, book presentation events, television programs, book auctions)
- via other modern communications devices (promotion via mobile phones, iphones, iriver, e-reader screen)

In order to provide access to the enriched contents, the Library will sign memorandums of understanding and partnership agreements with national mobile phone service providers, ISPs, ICTA, governmental and non-governmental organizations, the media, private businesses and other partners for mutually beneficial cooperation.

#### ***1.4.2. Users and Partnership Strategy***

The National Library of Mongolia will not be able to implement alone these novel and ambitious changes and reforms set out in the Strategy. Therefore, the Library will seek mutually beneficial

partnership not only with information-users, but also with private businesses, professional organizations, libraries and authors who are willing to contribute to protecting, preserving and enriching the nation's cultural and written heritages.

Needs and demands of the users will be carefully studied, which will enable the Library to improve the quality of the present collections, services and deliver new services. As a result, the Library will acquire new users, such as:

- scientific researchers in various disciplines
- disabled individuals
- vulnerable social groups (including individuals in remote locations, artisan miners, migrant workers)
- individuals in specific institutions (such as prisons or hospitals).

In addition, value-added and fee-based services will be specially developed for and offered to businesses, small and medium enterprises, mining companies and tourists.

About partnerships, the Library's *Rules of Organization and Operation* states that the Library shall "conclude agreements with organizations, study and learn from practices and experiences of foreign libraries, and cooperate with and take part in different projects and programs" (Sections 3.1.2, 3.2.8 and 3.2.10).

Sponsors, partners and interest groups have a crucial role in the successful implementation of this Strategy. They include:

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#### **Sponsors**

- Government of Mongolia
- Ministry of Education, Culture and Sciences; Ministry of Finance
- Kuwait Foundation Grant
- Businesses
- Foreign embassies, foreign/ international programs and projects
- International professional organizations (IFLA, UNESCO, eIFL.net)

#### **Partners**

- ICTA, IPSs
  - Mongolian Libraries' Consortium
  - Foreign and Mongolian libraries
  - Publishers, printing houses
  - National Archive
  - Research and science organizations
  - Institute of Culture (University of Culture)
  - Communications and Information School (University of Science and Technology)
  - Intellectual Property Authority of Mongolia
  - Cultural and arts organizations
  - Mongolian Authors' Association
  - Media organizations
  - NGOs
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**Sponsors.** The Library's main domestic funding will come from investments by the Ministry of Education, Culture and Sciences; the Ministry of Finance and the Government of Mongolia. The construction of the new building will be financed by the Kuwait Foundation Grant. In order to implement major projects, the Library will seek international funding and assistance from businesses and individuals who are willing to support the Library's activities.

**Partners.** Partnership is a way to improve the services of the Library, therefore the Library will establish partnerships with various national and international organizations. At the national level, the key partners will include the ICTA, national IPSs, the Mongolian Libraries' Association, the Intellectual Property Authority of Mongolia, science and research institutions, publishers, archives and cultural organizations.

During the strategic period, the Library will sign memorandums of understanding and partnership agreements with organizations, in order to implement the following ambitious objectives:

- setting up a digital library (content and access)
- acquiring standard equipment for adequate storage and preservation of digital material; setting up an information technological network for such tasks
- providing users with access to best international online information resources
- compiling an electronic union catalog at the national level
- ensuring compliance with international standards for storage and preservation of the nation's rare and valuable books
- collaboration in systematic strengthening of the human capacity of the Library.

The Library will collaborate with universities, research institutions, newspapers, national publishers in order to set up specialized databases of electronic contents in Mongolian. The Library will collaborate with publishers to carry out advocacy to improve the implementation of the President's Decree relating to book donation to the National Library and advocacy to make the decree into a legal act to comply.

Furthermore, the Library will collaborate with the Ministry of Education, Culture and Sciences and the Mongolian Libraries' Association in order to initiate a nation-wide discussion regarding the future development for libraries in Mongolia and the reforms to undertake. The Library will also work together with the National Archive, museums and cultural and arts organizations in order to collect online contents of historical documents, rare exhibits and arts and cultural heritages in order to provide access to them and organize content exhibitions and other cultural events. In order to promote its collection or carry out cultural and enlightenment activities, the Library will establish mutually beneficial and extensive collaboration with media organizations.

As a result of the strategic partnership, the Library will be able to enhance and renew its functions and services; and the social role of the Library and the partner organizations will increase, raising their social responsibility and value in the society.

### ***1.4.3. Digital Library Strategy***

Technological innovations of the information age are bringing changes in the traditional service environment of libraries, allowing users increased access to the contents, on one hand, and allowing possibilities for libraries to provide efficient and readily available services using technological advances, on the other hand. As the number of books published in the electronic format increases; the technologies and devices for reading, using and storing them are becoming more technology-oriented and the readers are being offered more options technologically. To respond to such changes, the National Library of Mongolia sets out an objective to set up a Digital Library during the strategic period. The Digital Library project will comprise two components: software and content. The content will be in the electronic format. Electronic copies of printed materials, when possible, will be also delivered through the Digital Library. The Digital Library will be able to

provide readers with a wide range of high quality electronic databases. Implementation of this digital library strategy will require:

- securing legal regulations (digital content management)
- technology and equipment upgrading (information technology infrastructure)
- creation of information safety environment
- human capacity building

By its *Rules of Organization and Operation*, The National Library of Mongolia also has a responsibility to collect, store, preserve and deliver to users the significant works published in the electronic format, besides the print based material. Furthermore, digitization of the Library's present rare and valuable books is underway - in order to ensure long-term availability of such books for the users. In addition, the Library is making efforts to collect digital content in all possible ways, e.g. by subscribing to important international and national online resources and electronic newspapers and journals.

21<sup>st</sup> century intellectual works are being produced mostly in formats compatible with online dissemination, while the 20<sup>th</sup> century contents in the libraries are already being digitized in many countries of the world so that users have access to the contents in any time and from any corner of the country. For instance, in 1995 the Russian State Library began the process of digitizing its collection for the public access, and today the library provides online services and access to its collection under motto '*Electronic library is coming to you itself*'<sup>13</sup>. The National Library of China has digitized the entire collection, except those protected by copyright laws, in collaboration with the British Library and the American Library of Congress. The Library's collection is now available online, as announced on the eve of the Library's 100<sup>th</sup> Anniversary, which was celebrated in September 2009<sup>14</sup>.

President of Mongolia has it in his program that "[he will] support initiatives, programs or activities aimed at enhancing and strengthening [the country's] science and research capacity. [And he will] ensure that each Mongolian, as a citizen, is able to equally participate in the social relations and receive the services they need."<sup>15</sup> The library, in particular a National Library, is the place "where a nation nourishes its memory and exerts its imagination – where it connects with its past and invents its future."<sup>16</sup>

The National Library of Mongolia is a place that ensures the reliable storage, protection and preservation of the country's social, cultural, political, religious values and the intellectual heritage of Mongolians and provides the future generations with possibilities to study and use these heritages and values. In the increasingly digitizing age, the Digital Library will undertake the following four main tasks:

- providing Mongolians with access to trusted online information databases pertaining to sciences and research; online journals and online newspapers
- collecting an extensive range of digital contents, including those in the native language (Mongolian)
- ensuring the long-term storage and preservation of the Mongolian intellectual heritage published in the electronic format, by ensuring the appropriate devices.
- providing enhanced access to the Digital Library's collection through digitization of contents (allowed by copyright laws).

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<sup>13</sup> [www.rsl.ru](http://www.rsl.ru)

<sup>14</sup> China Daily, September 08, 2009

<sup>15</sup> <http://www.president.mn/president/hutlbur.pdf>

<sup>16</sup> Ryckmans, P., Perplexities of an Electronically Illiterate Old Man. Quadrant, No. 329, Vol. XL, Number 9, page 14.

By expanding the present digitization equipment and human capacity, a Digitization Center will be set up at the Library in the 2<sup>nd</sup> strategic phase, which will meet the international standards for operational software and storage and preservation. The Library will try out services providing other libraries with a license-based access to its present digital databases.

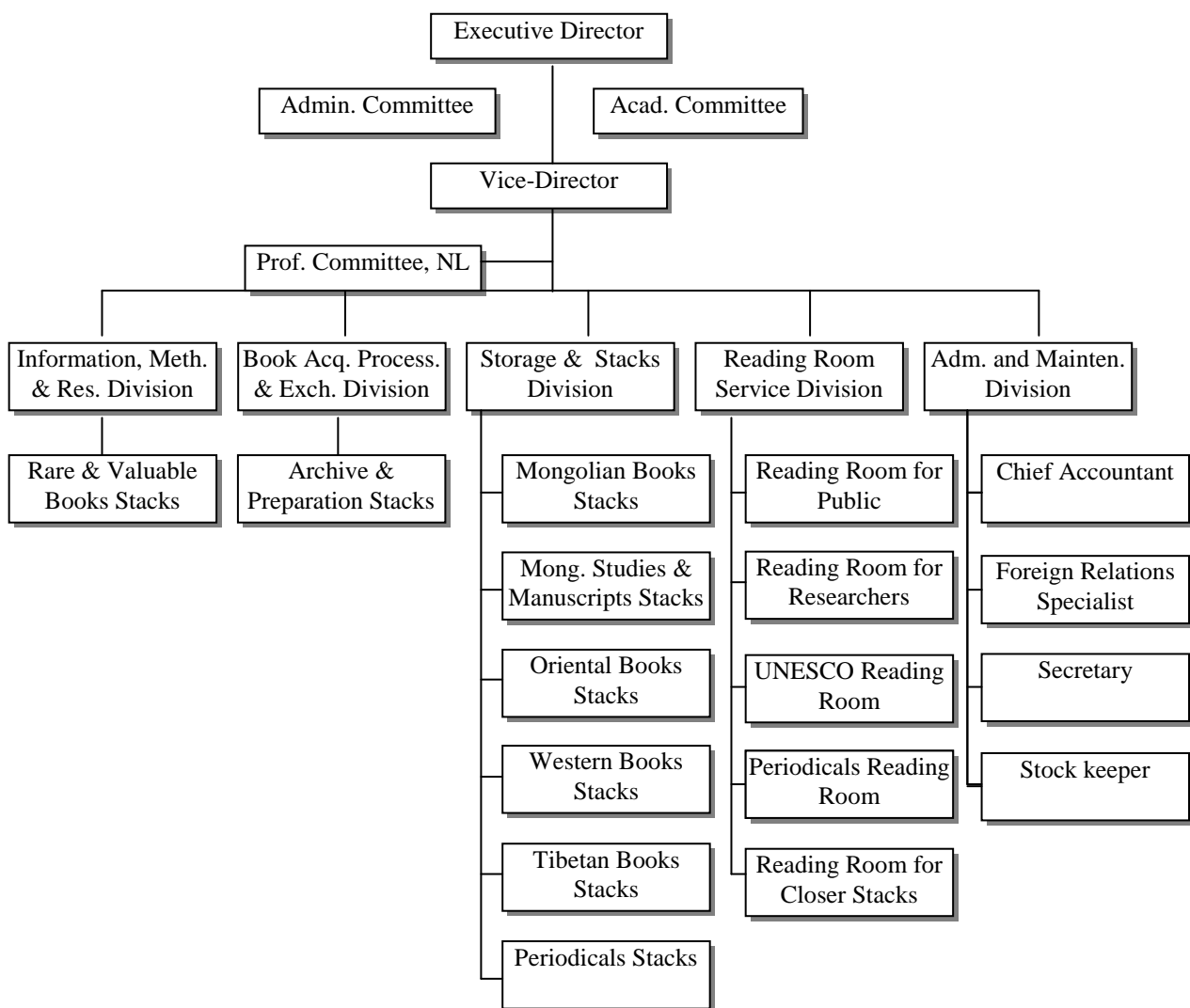
In order to implement the digital library strategy successfully, the National Library of Mongolia will face many new challenges, such as additional investment, organizational change and human capacity building. However, once the strategy is implemented, it will significantly enhance and develop the operation of the Library. Ultimately, such an ambitious reform meets the demands in the society to enhance and diversify products and services of libraries (See Chapter 2, Objective 4).

#### 1.4.4. Human Resource Strategy

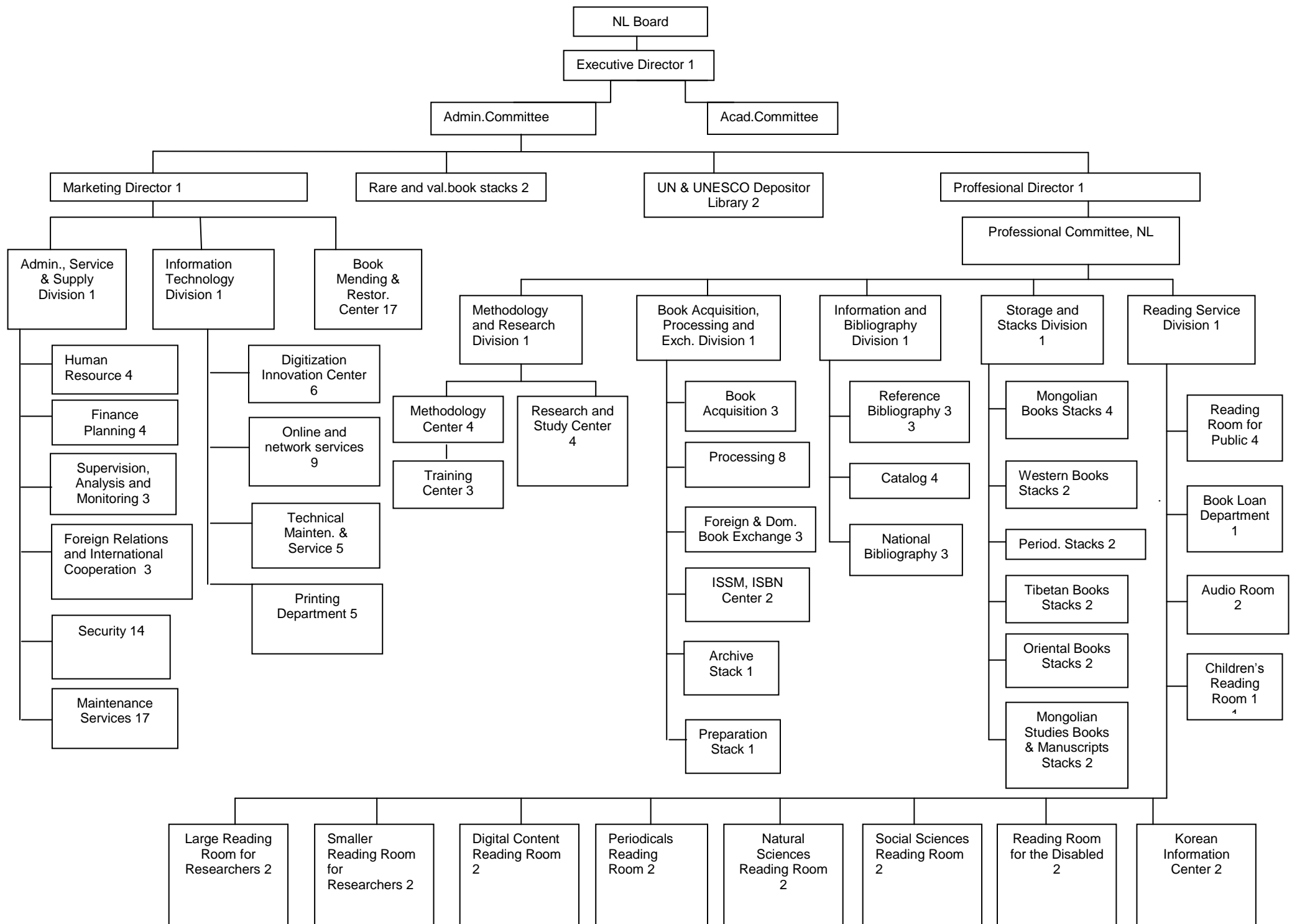
In the strategic period, the National Library of Mongolia will undertake the following organizational changes:

- Organizational change that was expected by the 2005 Government Resolution which granted the Library the status of National Library (- implementation of this resolution has not began yet);
- Organizational change that is required in relation to setting up the Digital Library under this strategy.

#### Present Organization of the National Library of Mongolia



#### Future Organization of National Library of Mongolia



### *Present and Future Numbers of Staff Members*

<b>Divisions and staff</b>	<b>Present staff number (2009)</b>	<b>Number of staff in new structure (2010-2015)</b>	<b>Staff increase (by number)</b>
<b>Divisions</b>	<b>5</b>	<b>8</b>	<b>3</b>
1. Administrative staff	1	1	-
2. Executive staff (Professional)	55	146	91
3. Assistant staff	20	31	11
<b>Total /staff numbers/</b>	<b>76</b>	<b>178</b>	<b>102</b>

The present human resources of the Library comprise professionals trained in the former USSR during the socialist period and have not been adequately re-trained or updated regarding the skills needed for using modern technologies; applying such technologies to library services and collecting, processing and disseminating digital contents. Language skills and competence in the staff is limited to Mongolian, Tibetan, Russian, Korean and Chinese.

To secure the human capacity required for the new organization and structure, the Library is planning to:

- systematically cover the present staff in re/trainings to build the needed capacity;
- prepare a proposal for improvements in the curriculum of training of the future staff and submit it to the Ministry of Education, Culture and Sciences; collaborate with professional training institutions and schools in such efforts;
- implement a policy to employ professionals from information technology, foreign languages and other relevant and desired fields;
- employ talented, experienced human resources specialists and business managers on short-term contracts for specific projects; acquire skills from such professionals through collaboration;
- employ foreign experts and consultants;
- provide the staff with economic benefits and a rewarding environment to encourage long-term, sustained employment and commitment.

According to the Human Resource Strategy, the Library will function under the following new organizational structure. Each division will have the following specific responsibilities:

#### **Administration, Service and Supply Division:**

- Extends cooperation with foreign libraries;
- Effectively plans and spends the finances and budget;
- Develops human resources;
- Ensures the safety of operations of the Library;
- Provides the workplace conditions and technical services
- Provides the material base.

#### **Information Technology Division:**

- Implements the digital reform systematically and in compliance with law; collects digital contents;
- Establishes information technology infrastructure for the Library's services;
- Ensures information safety;

- Sets up a laboratory for digitization of books and periodicals;
- Collects, achieves, serves with foreign and national electronic databases and material;
- Implements online services;
- Prepares and publishes publications, handbooks, guidelines, invitations, programmers and dissemination material (in cooperation with the Printing Department).

### **Book Mending and Restoration Center:**

- Conducts inventory surveys on the collections of rare and valuable books and sutras;
- Restores ancient books and sutras in accordance with the technology;
- Mends contemporary books and periodicals;
- Conducts trainings on book mending; becomes a practice laboratory for such trainings.

### **Methodology and Research Division:**

- Functions as *Professional and Methodological Center*, in compliance with the government decree; extends its activities in this function;
- Prepares and implements a unitary policy on storage and protection of the national cultural heritage and collections; prepares and implements a policy regarding the collections in the situation of emergencies;
- Regularly organizes in-service and online re/trainings and specialization trainings for librarians and library staff;
- Supports and develops research activities in library studies and book studies; develops methodology for applying to practice such research;
- Collaborates and exchanges experiences with foreign and domestic publishers; disseminates the Library's experiences;
- Using the media, promotes awareness about the Library's role and significances.

### **Book Acquisition, Processing and Exchange Division:**

- Conducts regular surveys on the collections in the Archives Stack and the Mongolian Studies Books Stack; conducts search for and selection of contents and material to acquire among new publications abroad and in Mongolia;
- (Based on surveys and research) collects foreign and national printed and digital material required for the Library in accordance to its responsibilities and functions;
- Processes according to international standards the newly acquired material; (thus) expands the collections of the Archives Stacks, the Mongolian Studies Books Stacks and other stacks; prepares the newly acquired material for the public access;
- Conducts book exchanges with foreign libraries and research organizations; conducts fixed-term temporary book exchanges with domestic libraries, research organizations, schools and businesses;
- Promotes awareness in the public of the President's Decree on Obligatory Copy Donation to the National Library.

### **Information and Bibliography Division:**

- Produces and promotes the national bibliography;
- Initiates and develops a shared cataloguing system;
- Makes information and bibliography references available for users through different channels;

- Expands research activities in library studies, book studies and bibliography studies.

### **Storage and Stacks Division:**

- Stores and preserves the collections in a standard environment;
- Provides users with books, periodicals and information through its specialized stacks.

### **Reading Service Division:**

- Opens new, specialized reading rooms (reading room that provides easy and equitable access for physically and mentally disabled citizens and a room for digital content reading);
- Provides on-request services to external users, such as remote districts, enterprises and organizations, or citizens in specialized institutions - hospital and prison;
- Provides permanent online services that are based on new technologies;
- Surveys the need and interests of the public and users; (based on the survey findings) makes improvements in its activities and services;
- Organizes events - using the Library's collections - to promote book reading culture and tradition among the public.

Public policy and support regarding the training and re-training of librarians are extremely important. The investment in capacity building, new skills acquisition, creativeness and dedication of the staff of the Library will secure the great mission of dissemination, storage and preservation for the future generations the collection of the National Library and will contribute to the realization of the government policy to develop a knowledge-based society.

### **1.5. Strategy Outcomes**

Most developing and developed countries are regarding the library development as a key factor for social development. Therefore, these countries introducing the latest advances in information technology to their respective libraries, enabling more efficient and effective library services for both the users and those providing the library services. As a result, the scope of library services are expanding and becoming less constrained by time and distances. Moreover, library users today expect libraries to be a space where education is acquired; research is conducted; new experiences are exchanged; new information on policy issues is obtained and a space where other intellectual needs are satisfied - rather than just a place where rare and valuable books are stored. Therefore, unless a library is able to meet these needs of the users, it would be doubtful to consider it to be a library in a full sense today.

Based on this conclusion, the national Library of Mongolia developed the present strategy and expects to achieve the following outcomes:

- Rural and urban citizens will be able to receive online services of the National Library of Mongolia from any location (remote *soum*, district, or province) in Mongolia, provided that the basis of information technology is in place;
- Researchers, scientists and university and college students will have access to the dynamic, trusted electronic research databases of other countries in any time;
- Shared databases will be set up for public libraries and university libraries in Mongolia, improving efficiency and effectiveness of their operations and bringing their services to a new standard;

- Mongolians and foreign investors will be able to use trusted information sources that will be provided by new electronic databases on socio-economic development and political issues;
- Library development related legal documents, standards and indicators will be prepared and issued for benefits of libraries and library users.

## **CHAPTER 2. THE STRATEGY VISION, MISSION, OBJECTIVES AND ACTION PLAN**

### **2.1. Vision, mission and objectives of the National Library of Mongolia and expected outcomes**

#### **Vision**

The National Library of Mongolia is the main contributor and leader in the development of a knowledge-based society in Mongolia through the Library's collections and services.

#### **Mission**

The National Library of Mongolia collects, enriches, stores and protects the nation's cultural and intellectual heritages, disseminates and serves accessible knowledge and information to the nation and preserves them for the future generations.

#### **Strategic Objectives**

##### **Objective 1.**

**The National Library expands, enriches and preserves its collection of national heritage and intellectual works, upgrades the present storage and protection to the international standards and ensures expansion and dissemination of its collection of foreign publications relating to Mongolian studies and other sciences, as well as making these available for the public through new technologies.**

To achieve the above objective, the Library:

- reviews its present collection during the first phase of the strategic period and develops and implements specific policies and methods regarding how to collect, enrich, store, protect and disseminate the nation's cultural heritage and intellectual works;
- advocates, in accordance with its duties, the implementation of the President's Decree regarding the donation (to the National Library) of copies of significant print based and digital works published in Mongolia; and collaborates with the Ministry of Education, Culture and Sciences in order to secure a legal act to establish a deposit law in Mongolia eventually;
- sets up a new digital database of available contents in Mongolian and sets up and makes accessible electronic databases by digitizing the present print based contents;
- expands the collection of foreign publications and research relating to Mongolian studies and other country studies;
- enriches its collection of foreign publications by all methods of content collection;
- works in partnership with relevant stakeholders to provide equitable access for visually impaired citizens to its printed and digital collections.

##### **Objective 2.**

**The National Library upgrades the quality and availability of traditional library services, introduces new services to meet the needs of the users and continues to be the professional and methodological center for the library network of Mongolia.**

To achieve the above objective, the Library:

- upgrades and improves the traditional library services, classifies the present collection in accordance with the Library's responsibilities and goals and based on the needs of the users and research communities and opens new reading rooms accordingly (See 2.1 of **2.2 Strategy Implementation Plan**);
- delivers services-without-walls to users in their homes, industries, enterprises, remote districts or special institutions (e.g. hospitals or prisons);
- develops and delivers new services to physically and mentally disadvantaged citizens by collecting new, specialized and necessary contents;
- further extends its professional and methodological services (- in accordance with the government resolution -) to more libraries operating in Mongolia.

### **Objective 3.**

**The Library seeks to develop various partnership models for collaborating effectively with and meeting the demands and needs of the government, public organizations, non-governmental organizations, book sales, authors, publishers, media, researchers, reader-users and businesses and establishes mutually beneficial strategic partnerships with foreign and national organizations.**

To achieve the above objective, the Library:

- tightens its present collaboration with the government, governmental organizations, non-governmental organizations, libraries in Mongolia and research institutions through implementing specific projects;
- introduces to its services various activities aimed at raising the Library's role in civil society development and promotes a book reading culture by using its collections;
- raises the Library's role in economic and social development of the country and develops library-business and library-private sector relations;
- implements different projects aimed at making researchers, authors, governmental organizations or non-governmental organizations realize that libraries are not only places for acquiring knowledge and information; they are also places for social interactions, exchange of information and ideas, and mutually beneficial collaborations (in the information sector), which advances the well-being of the society;
- develops mutually beneficial collaboration with foreign national libraries, international and regional professional organizations and research institutions.

### **Objective 4.**

**The Library introduces new digital library services by upgrading its information technology infrastructure, software and search system to meet the international standards and by setting up new electronic databases.**

To achieve the above objective, the Library:

- ensures the legal environment required for electronic services;
- establishes an information technology infrastructure required for the reliable delivery of its digital services and provides the technological conditions required for information safety;
- digitizes selectively the present contents and makes them available for the users;
- collects, stores, archives and serves with foreign and Mongolian electronic contents; and disseminates and promotes them worldwide through online services.

### **Objective 5.**

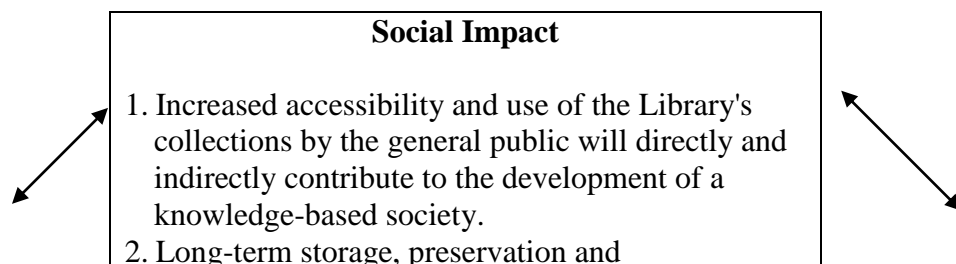
**The Library pays a special attention to building up human resources that are capable and creative by effectively collaborating with training and research institutions and foreign libraries in development of human capacity that is able to support the new organization and technology based services of the Library.**

To achieve the above objective, the Library:

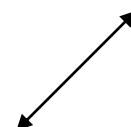
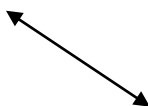
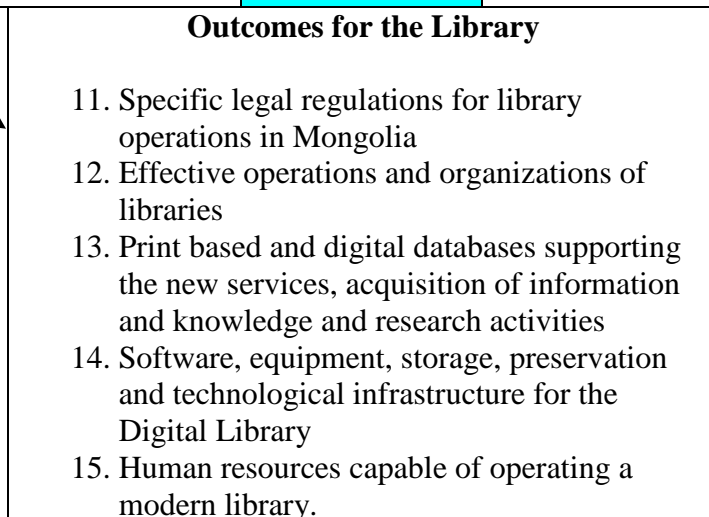
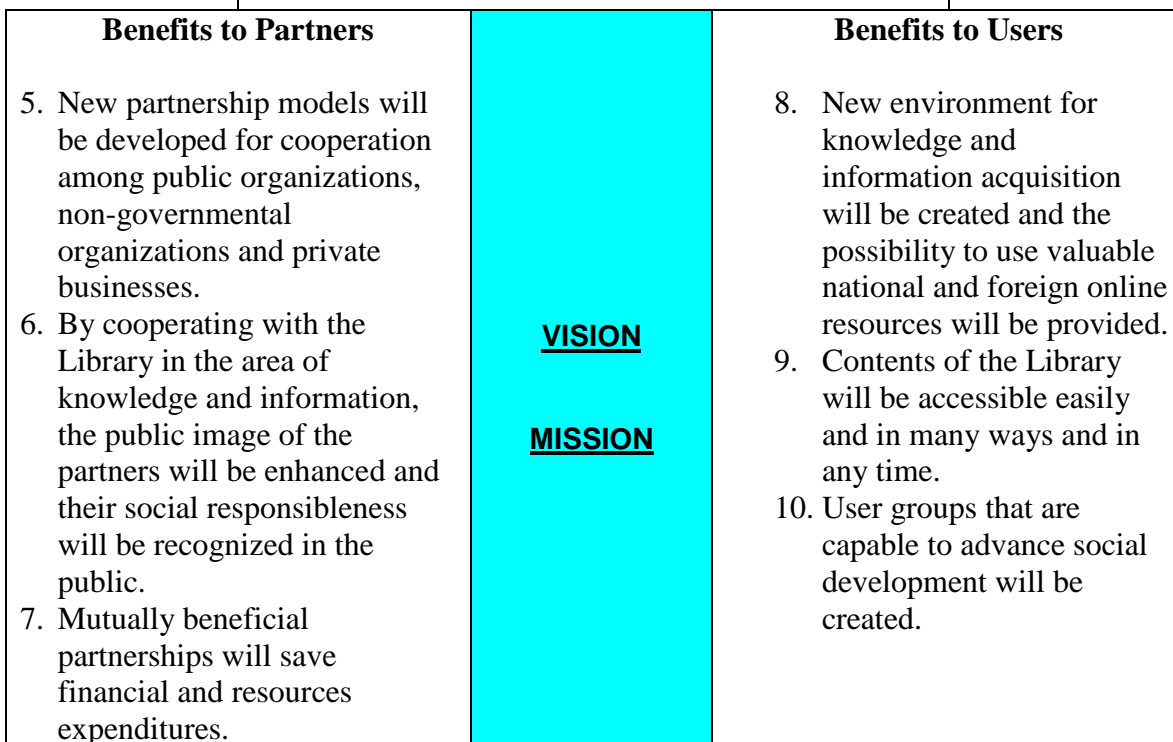
- enhances the present human capacity through trainings and recruiting new people interested in working for the Library so that the Library is able to successfully fulfill the responsibilities in its new organization and role;
- strengthens the human capacity by retraining the staff through national and international training programs in the necessary skills and knowledge and by inviting international consultants to train the staff in the work place;
- cooperates with the University of Culture and the Institute of Culture in pre-service and in-service training of the future professional staff and cooperates with the National University of Science and Technology, the National University of Mongolia and other institutions in technical and technology trainings of the staff;
- implements a policy to collaborate with national and international partner organizations in organizing regular trainings in marketing and organizational management (designed for the management-level staff);
- pays special attentions to the social well-being of the staff and provides the staff with a favorable working environment supportive of sustained employment.

### **Expected Outcomes**

Successful and full implementation of the mission and objectives of the Strategy 2009-2015 will bring forward the following changes, development and progress:



- dissemination of the national intellectual heritage will be enhanced to the modern standards.
- 3. Foundations will be laid for significant progress and development for libraries in Mongolia.
- 4. Effects of the joint investment by the government and private business will be visible for the general public.



## 2.2. Strategy Implementaion Plan

Goals & Objectives	Activities to carry out	Implementation Period	Financing	Agent (organizations)
<i><b>Objective-1.</b> The National Library expands, enriches and preserves its collection of national heritage and intellectual works, upgrades the present storage and protection to the international standards and ensures expansion and dissemination of its collection of foreign publications relating to Mongolian studies and other sciences, as well as making these available for the public through new technologies.</i>				
1.1 Reviews its present collection during the first phase of the strategic period and develops and implements specific policies and methods how to collect, enrich, store, preserve and disseminate the nation's cultural heritage and intellectual works.	<ul style="list-style-type: none"> <li>• Conduct a review study of the structure, acquisition and storage of the present collection and intellectual works.</li> <li>• Based on the outcomes of the review study, the following new and updated policies are developed and implemented:               <ul style="list-style-type: none"> <li>- policy on acquisition, storage and dissemination of manuscripts, books and periodicals;</li> <li>- content digitization policy (new);</li> <li>- policy on the Library's collection in the case of emergency situations (new);</li> </ul> </li> <li>• Ensures that the new building has the conditions and facilities to meet the modern international standards required for storage and preservation of the Library's contents.</li> <li>• Opens a new laboratory for restoration of books</li> </ul>	<p>Start from 2010</p> <p>Start from 2010</p> <p>Start from 2010</p> <p>Start from 2014</p>	<p>State Budget</p> <p>State Budget</p> <p>Kuwait Fund</p> <p>State Budget</p>	<p>NLM MECS</p> <p>NLM MECS Partners</p> <p>NLM MECS</p> <p>NLM MECS</p>
1.2 National Library advocates, in accordance with its duties, the implementation of the President's Decree regarding the donation (to the National Library) of copies of significant print based and digital works published in Mongolia; and collaborates with the Ministry of	<ul style="list-style-type: none"> <li>• Studies the experiences of foreign countries that have deposit laws.</li> <li>• Sets up a working group to work out the way how to change to a deposit law the President's decree on book donation. The working group is to implement the following actions:               <ul style="list-style-type: none"> <li>- organize a nation-wide public debate series about the benefits that knowledge producers, publishers, printing houses, libraries and readers will receive from of</li> </ul> </li> </ul>	<p>Start from 2011</p> <p>Start from 2011</p>	<p>State Budget</p> <p>State Budget and Projects</p>	<p>NLM MECS</p> <p>NLM MECS Consortium</p>

<p>Education, Culture and Sciences in order to secure a legal act to establish a deposit law in Mongolia eventually.</p>	<p>changing to a deposit law the President's decree on book donation;</p> <ul style="list-style-type: none"> <li>- posts on the Library's webpage the results of the debate in order to obtain the opinions of the public;</li> <li>- conducts advocacy directed towards policy-makers;</li> <li>- summarizes the debate results, the role of libraries, the present state of affairs and the public opinions in order to introduce the situation to the Ministry of Education, Culture and Science;</li> <li>- conducts, together with policy-makers, authors, publishers and printing houses, continuous advocacy work for promoting book donation to the Library (e.g. organizing meetings and discussions) until the deposit law is adopted.</li> </ul>			
<p>1.3 National Library sets up a new digital database of available contents in Mongolian and sets up and makes accessible electronic databases by digitizing the present print based contents.</p>	<ul style="list-style-type: none"> <li>• Concludes agreements with daily newspapers in order to subscribe to their digital versions and to set up an electronic archive of the digital newspapers in the Library.</li> <li>• Provides a shared access to the electronic databases of research dissertations that is already set up in the Library of the Information Technology Park of Mongolia.</li> <li>• Ensures access to the present digital contents of rare and valuable books in the Library and expands these digital contents.</li> </ul>	<p>Start from 2010</p> <p>Start from 2011</p> <p>Start from 2010</p>	<p>State Budget</p> <p>State Budget</p> <p>State Budget</p>	<p>NLM MECS Daily Newspapers</p> <p>NLM MECS IT Park</p> <p>NLM</p>
<p>1.4 National Library expands the collection of foreign publications and research relating to Mongolian studies and other country studies.</p>	<ul style="list-style-type: none"> <li>• Conducts active search and research of information sources relating to Mongolian studies in foreign languages.</li> <li>• Based on such search and research, acquires the relevant contents through purchase, exchange or donation.</li> <li>• Disseminates the Mongolian studies contents and databases</li> </ul>	<p>Start from 2010</p> <p>Start from 2010</p>	<p>State Budget, Projects</p> <p>Same as prev.</p>	<p>NLM, American Center for Mongolia's Studies Consortium</p>

	to researchers and scholars online or through traditional formats.	Start from 2011	Same as prev.	NLM
1.5 National Library enriches its collection of foreign publications by all methods of content collection.	<ul style="list-style-type: none"> <li>• Acquires foreign books, periodicals and digital databases through: <ul style="list-style-type: none"> <li>- purchase</li> <li>- exchange</li> <li>- license</li> <li>- donation</li> <li>- subscription</li> </ul> </li> </ul>	Strategic Period	State Budget, Projects Donation	NLM MECS Consortium
1.6 National Library works in partnership with relevant stakeholders to provide equitable access for visually impaired citizens to its printed and digital collections.	<ul style="list-style-type: none"> <li>• Sets up specialized databases, in partnership with organizations of visually impaired citizens and the schools for visually impaired children.</li> <li>• Seeks to provide access to foreign online databases for visually impaired citizens, by subscribing to the relevant foreign online resources.</li> </ul>	Strategic Period	State Budget, Projects Donation	NLM Partners Consortium
<b>2</b> <i>Objective-2. The National Library upgrades the quality and availability of traditional library services, introduces new services to meet the needs of the users and continues to be the professional and methodological center for the library network of Mongolia.</i>				
2.1 National Library upgrades and improves the traditional library services, classifies the present collection in accordance with the Library's responsibilities and goals and based on the needs of the users and research communities and opens new reading rooms accordingly.	<ul style="list-style-type: none"> <li>• Makes evaluation of the present services and technologies to explore (financial) resources and possibilities to introduce new forms of services.</li> <li>• Expands the functions of the present reading rooms and opens the following new reading rooms: <ul style="list-style-type: none"> <li>- e-reading room</li> <li>- book loan room</li> <li>- reading room that provides easy and equitable access for disabled citizens</li> <li>- Korean books reading room</li> </ul> </li> </ul>	Strategic Period  First phase of Strategy	State Budget  State Budget, Projects, Donation	NLM MECS  NLM MECS Partners
2.2 National Library delivers	<ul style="list-style-type: none"> <li>• Introduces new, online and mobile services for</li> </ul>	Strategy Period	State	NLM, District

<p>services-without-walls to users in their homes, industries, enterprises, remote districts or specialized institutions (e.g. hospitals or prisons).</p>	<p>industries, enterprises and remote districts on request.</p> <ul style="list-style-type: none"> <li>• Introduces the Library’s online services extensively.</li> <li>• Introduces new services (e.g. mobile services, book loan, electronic services) for specialized institutions, such as hospitals, orphanage/senior citizens houses and prisons.</li> </ul>	<p>First phase of Strategy Strategic Period</p>	<p>Budget, Projects, Donations</p>	<p>Governers Partners  NLM, public and none government organization</p>
<p>2.3 National Library develops and delivers new services to physically and mentally disadvantaged citizens by collecting new, specialized and necessary contents.</p>	<ul style="list-style-type: none"> <li>• Conducts research for contents and equipment required for services offered for physically and mentally disadvantaged people by collaborating with organizations working for well-being of such people.</li> <li>• Based on the above research, sets up databases for specialized services.</li> <li>• Ensures that the new building design meets the international standards for offering services for physically and mentally disadvantaged people.</li> </ul>	<p>First phase of Strategy  Strategic Period  Strategic Period</p>	<p>State Budget Projects Doonations  Same as prev.  Same as prev.</p>	<p>NLM Organizations for disabled pople NLM, public and non government organizations  NLM, MECS, partners</p>
<p>2.4 National Library further extends its professional and methodological services (- in accordance with the government resolution -) to more libraries operating in Mongolia</p>	<ul style="list-style-type: none"> <li>• Prepares and publishes handbooks on legal acts, regulations and rules related to library operations and the publishing activities.</li> <li>• Improves the effectiveness and efficiency of the Library’s information and methodology work; prepares and starts online and classroom trainings for librarians (by preparing the relevant human resources, curriculum, software and video and online lessons).</li> <li>• Prepares handbooks, introduction material and video lessons for using online material offered to the general public and conducts trainings for the general public on how to use the collection of the Library.</li> </ul>	<p>Strategic Period  Strategic Period  Strategic Period</p>	<p>State Budget  State Budget Projects  State Budget Projects</p>	<p>NLM MECS  MECS, NLM, CIM, NUM, TSIM  NLM, Consortium</p>

	<ul style="list-style-type: none"> <li>• Develops systematically the national bibliography and field specific bibliographies and cooperates with other libraries and research institutions accordingly.</li> <li>• Provides support to researches in library studies, book studies, bibliography studies and manuscript studies and develops methodology of applying to practice the findings of such researches.</li> <li>• Works with publishers and booksellers to provide mutually beneficial value-added services for libraries</li> </ul>	Strategic Period	Same as prev.	NLM, MECS, Research Institutions
		Strategic Period	State Budget Projects	NLM, MECS, Research Institutions
		Strategic Period	State Budget Projects Donation	NLM Partner Organisations
<p><b>3 Obejective-3.</b> <i>The Library seeks to develop various partnership models for collaborating effectively with and meeting the demands and needs of the government, public organizations, non-governmental organizations, book sales, authors, publishers, media, researchers, reader-users and businesses and establishes mutually beneficial strategic partnerships with foreign and national organizations.</i></p>				
3.1 National Libray tightens its present collaboration with the government, governmental organizations, non-governmental organizations, libraries in Mongolia and research institutions through implementing specific projects.	<ul style="list-style-type: none"> <li>• Extends and promotes its cooperation with other libraries and cultural and research organizations through publications exchanges, experience sharing or conducting researches.</li> <li>• Develops and implements different projects and activities in cooperation with public organizations, NGO-s, businesses and volunteer and humanitarian organizations.</li> <li>• Cooperates with the Mongolian Libraries' Consortium in setting up electronic databases and building up the human capacity.</li> </ul>	From 2010	State Budget, Projects	NLM, MECS, Partners
		From 2010	State Budget, Projects	NLM, MECS, Partners
		From 2010	State Budget, Projects	NLM, MECS, Partners
3.2 National Library introduces to its services various activities aimed at raising the Library's role in civil society development and promotes a	<ul style="list-style-type: none"> <li>• Increases the significance of the Library's contents and services in the development of civil society and regularly organizes various cultural and public events to promote awareness of such significance.</li> </ul>	From 2010	State Budget, Projects Donations	NLM, MECS Public and non government organizations

<p>book reading culture by using its collections.</p>	<ul style="list-style-type: none"> <li>• Regularly promotes through the media the role and significance of libraries in the society.</li> <li>• Organizes activities for promotion of the national culture, traditions and written heritage in harmony with the national programs for the purpose.</li> <li>• Supportss different projects and programs aimed at delivering information services to families, children, senior citizens and the general public as a whole.</li> </ul>	<p>From 2010</p> <p>From 2010</p> <p>From 2010</p>	<p>State Budget, Projects</p> <p>State Budget, Projects</p> <p>State Budget, Projects</p>	<p>NLM, MECS Media Outlets</p> <p>MECS, NLM</p> <p>Public and non government organizations</p>
<p>3.3 Ntional raises the Library's role in economic and social development of the country and develops library-business and library-private sector relations.</p>	<ul style="list-style-type: none"> <li>• Engages in Library's activities the partner organizations in order to facilitate easy access to material needed by the users and develops mutually beneficial cooperation with the partner organizations.</li> </ul>	<p>From 2010</p>	<p>State Budget, Projects</p>	<p>NLM, MECS, Partners</p>
<p>3.4 National Library implements different projects aimed at making researchers, authors, governmental organizations or non-governmental organizations realize that libraries are not only places for acquiring knowledge and information; they are also places for social interactions, exchange of information and ideas, and mutually beneficial collaborations (in the information sector), which advances the well-being of the society.</p>	<ul style="list-style-type: none"> <li>• Sets up modern, online 'space' for interactions between the users and the Library staff and among the users.</li> <li>• In cooperation with the media, organizes activities to promote intellectual works and producing of knowledge by users.</li> </ul>	<p>From 2013</p> <p>From 2010</p>	<p>State Budget, Projects</p> <p>State Budget, Projects Donations</p>	<p>NLM, MECS</p> <p>MECS, NLM, Psrtners</p>
<p>3.5 National Library develops mutually beneficial</p>	<ul style="list-style-type: none"> <li>• Introduces its collection and contents to foreign libraries</li> </ul>	<p>From 2010</p>	<p>State Budget</p>	<p>MECS, NLM</p>

<p>collaboration with foreign national libraries, international and regional professional organizations and research institutions.</p>	<p>and research organizations not only for books exchange purposes but also for promoting Mongolia.</p> <ul style="list-style-type: none"> <li>• In cooperation with foreign organizations, organizes different exhibitions and fairs to promote the nation's written monuments and heritages and takes part in similar events.</li> <li>• Sets up a Korean Information Center and introduces new equipment, technology and services.</li> <li>• Cooperates with UNESCO, Germany and North East Asian countries in the field of manuscript studies and restoration and preservation of manuscripts and books.</li> <li>• In cooperation with ACIP (USA), continues compiling of electronic catalog for the Library's 350,000 Tibetan books and sutras.</li> <li>• Partners the <i>eIFL</i> and other international organizations in order to obtain access to electronic resources and implement various joint- projects.</li> <li>• Invites volunteers from KOIKA and other international development organizations to do volunteer work in the Library.</li> </ul>	<p>Strategic Period</p> <p>From 2010</p> <p>From 2010</p> <p>Strategic Period</p> <p>Strategic Period</p> <p>Strategic Period</p>	<p>State Budget, Projects</p> <p>Projects</p> <p>Projects</p> <p>Projects</p> <p>Projects</p> <p>Projects</p>	<p>NLM, MECS Partners</p> <p>Embassy of Korea, NLM, COIKA</p> <p>NLM, UNESKO, University of Bonn</p> <p>ACIP, US NLM</p> <p>NLM, eIFL-net</p> <p>COIKA and Partners</p>
<p><b>Objective-4.</b> <i>The Library introduces NEW DIGITAL LIBRARY SERVICES by upgrading its information technology infrastructure, software and search system to meet the international standards and by setting up new electronic databases.</i></p>				
<p>4.1 National Library ensures the legal environment required for electronic services.</p>	<ul style="list-style-type: none"> <li>• Cooperates with the Mongolian Libraries' Consortium, the Intellectual Property Agency of Mongolia, ICTPA, the Information Park of Mongolia and other organizations to facilitate the provision of the relevant legal environment for electronic services and sets up a working group. The</li> </ul>	<p>From the first phase of Strategy</p>	<p>State Budget, Projects</p>	<p>MECS, Ministry of Justice, IPO, NLM, Consortium,</p>

	<p>working group focuses on:</p> <ul style="list-style-type: none"> <li>- study of relevant laws and documents in foreign countries and in Mongolia;</li> <li>- organizing meetings, discussions and debates;</li> <li>- active participation in drafting of relevant legal documents; development of recommendations relating to library services and copyrights, and delivering them to the relevant authorities.</li> </ul>			OSF
4.2 National Library establishes an information technology infrastructure required for the reliable delivery of its digital services and provides the technological conditions required for information safety	<ul style="list-style-type: none"> <li>• Sets up a working group that will work under the following plan regarding the new digital services: <ul style="list-style-type: none"> <li>- selection of equipment, technology and telecommunications needed for automation of operations of the Library;</li> <li>- expert evaluation of the present software (L-soft) and selection of software required for introduction of a shared search system and other functions;</li> <li>- information safety of digital library and storage and preservation of digital information.</li> </ul> </li> <li>• Sets up a new laboratory to digitize books and periodicals.</li> </ul>	Strategy period  From 2014	State Budget  State Budget	NLM, MECS, IT Agencies  NLM, MECS, IT Agencies
4.3 National Library digitizes selectively the present contents and makes them available for the users.	<ul style="list-style-type: none"> <li>• Converts 50% of the present paper catalog to an electronic catalog, connects to the network and extends online search system.</li> <li>• Digitizes and makes accessible for the users the material relating to Mongolian studies and other scientific researches.</li> <li>• Systematically digitizes single-copy sources and other scientifically significant contents; sets up reference databases and makes them accessible to the users.</li> <li>• Conducts study and information exchange for compiling an electronic union catalog for libraries in Mongolia.</li> </ul>	Strategy period  Strategy period  From 2013  From 2014	State Budget  State Budget, Projects State Budget, Projects State Budget, Projects	NLM, MECS  NLM, MECS Partners NLM, MECS Partners NLM, MECS Partners
4.4 National Library collects,	<ul style="list-style-type: none"> <li>• Based on study of users' needs and demands, the Library:</li> </ul>	From 2010	State	NLM, MECS

<p>stores, archives and serves with foreign and Mongolian electronic contents; and disseminates and promotes them worldwide through online services.</p>	<ul style="list-style-type: none"> <li>- starts the work to collect, store and archive foreign and national electronic material;</li> <li>- introduces and promotes the above material online (- the Library webpage becomes an information portal site) and in reading rooms.</li> </ul>		Budget	Partners
<p><b>Objectives -5.</b> <i>The Library pays a special attention to building up human resources that are capable and creative by effectively collaborating with training and research institutions and foreign libraries in development of human capacity that is able to support the new organization and technology based services of the Library.</i></p>				
<p>5.1 The Library enhances the present human capacity through trainings and recruiting new people interested in working for the Library so that the Library is able to successfully fulfill the responsibilities in its new organization and role.</p>	<ul style="list-style-type: none"> <li>• Makes evaluation of the present staff capacity and adds the urgently required positions to the staff by reflecting them in the annual budgets.</li> <li>• Invites professionals from other fields (- information technology, foreign languages, research, culture and art management) to be employed in the Library and specializes them in the library operations.</li> <li>• When necessary, employs under short contracts highly-qualified professionals in information technology and foreign languages.</li> </ul>	<p>From 2010</p> <p>From 2010</p> <p>Strategy period</p>	<p>State Budget</p> <p>State Budget, Projects</p> <p>State Budget, Projects</p>	<p>NLM, MECS</p> <p>NLM, MECS</p> <p>NLM, MECS, public and non government organizations</p>
<p>5.2 The Library strengthens the human capacity by retraining the staff through national and international training programs in the necessary skills and knowledge and by inviting international consultants to train the staff in the work place.</p>	<ul style="list-style-type: none"> <li>• Following a training needs assessment, regularly organizes capacity building trainings abroad and in Mongolia for the present staff in order to upgrade their competence in: <ul style="list-style-type: none"> <li>- training and research</li> <li>- digital library</li> <li>- delivery of new services</li> <li>- storage, preservation and restoration</li> <li>- technology, foreign languages.</li> </ul> </li> <li>• Establishes contracts with partner libraries in South Korea, Russia, Germany, Singapore, China and other countries to</li> </ul>	<p>Strategy period</p> <p>Strategy period</p>	<p>State Budget, Projects</p> <p>State Budget, Projects</p>	<p>NLM, MECS, national and international organizations</p> <p>NLM, MECS, Partners</p>

	<p>train librarians, retrain the staff and exchange experiences, and implements joint projects and programs.</p> <ul style="list-style-type: none"> <li>• Invites library specialists and experts from abroad on a regular-basis and facilitates the training of the staff in practice.</li> </ul>	From the first phase	State Budget, Projects	NLM, MECS, Partners
5.3 The Library cooperates with the Universities in pre-service and in-service training of the future professional staff and cooperates with professional & technological University of Mongolia and other institutions in trainings of the staff.	<ul style="list-style-type: none"> <li>• Trains library-information specialists and other library specialists in the relevant universities and colleges on a special order basis.</li> <li>• Extends collaboration with the National University of Culture and the College of Culture in order to retrain the present staff and upgrade their skills.</li> <li>• Extends its function as a place for professional practice for students of the National University of Culture and the College of Culture, as well as librarians from other libraries.</li> </ul>	Strategy period	State Budget	MECS, NLM, Professional universities
		Strategy period	State Budget, Projects	MECS, NLM, CIM, NUM, TSUM
		Strategy period	State Budget, Projects	MECS, NLM, CIM
5.4 The Library implements a policy to collaborate with national and international partner organizations in organizing regular trainings in marketing and organizational management (designed for the management-level staff).	<ul style="list-style-type: none"> <li>• Trains on reduced payment basis the management-level staff (2-3 staff member annually) in programs of marketing and management at the Academy of Public and Business Administration.</li> <li>• Trains management-level staff (1-2 staff members annually) in specialized training seminars (- marketing, management, foreign languages, technology-) with support from foreign partner organizations.</li> </ul>	Strategy period	State Budget, Donations	NLM, MECS
		Strategy period	State Budget, Donations	NLM, MECS
5.5 The Library pays special attentions to the social well-being of the staff and provides the staff with a favorable working environment supportive of sustained employment.	<ul style="list-style-type: none"> <li>• Secures budget and resources required for working conditions that meet national and international standards, such as the “Requirements for facilities, environment and operations of libraries” and “Requirements for storage and preservation of library collections”, and complies with such standards.</li> <li>• Ensures a new system for social well-being and salary of</li> </ul>	Strategy period	State Budget, Investment	MECS, Ministry of Finance, NLM
		From 2010	State Budget	MECS, Ministry of

	the staff in order to support sustained employment of the Library staff.			Finance, NLM
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## CHAPTER 3. STRATEGY IMPLEMENTATION EVALUATION

### 3.1. General Principles for Monitoring and Evaluation of Strategy Implementation

*The Strategy for the National Library of Mongolia 2009-2015* will be implemented in coordination with the Mongolian Government Agenda, the national economic and social development policy, public policies on culture and the Law on Culture.

The Board of the National Library of Mongolia, the Executive Director, the Academic Committee and the Divisions of the National Library will each have their respective responsibilities in the implementation of the strategy and in the evaluation of its implementation; and will work under the following principles:

- Academic Committee – with assistance from international consultants – develops criteria and methodology/methods (**See Appendix 1 and 2**) for monitoring and evaluation of the strategy implementation; and submits the criteria and methodology to the Ministry of Education, Culture and Science;
- At the end of the mid-term, the Monitoring and Evaluation Team conducts evaluation of the implementation of the strategic objectives and prepares recommendations regarding necessary amendments and more effective distribution of resources;
- Contribution to and impact on the reformation of the National Library's operations is the key indicator in evaluating the implementation of the strategy and its related projects;
- Report on outcomes of the strategy is prepared and delivered to stakeholders.

### 3.2. Organizations Responsible for Monitoring and Evaluation and Timeframe

Respective divisions and units of the National Library of Mongolia will be responsible for organizing the implementation of the strategy and for planning, monitoring and evaluation of each phase of the strategy.

The divisions and units will be responsible for collecting, analyzing and assessing information (- using the statistics system of the Library -); preparing reports on implementation of plans and delivering them to the Ministry of Education, Culture and Science, implementers, sponsors, the public and other stakeholders.

Projects and programs implemented within the Strategy will be monitored and evaluated by new, separate criteria that are developed in relation to their specific objectives, goals, activities and implementation period and in relation to the criteria set by the relevant central, public organizations/authorities.

The Monitoring and Evaluation Team will submit the report on monitoring and evaluation of the strategy implementation, together with the recommendations for further actions, to the Ministry of Education, Culture and Science by September of each strategic year.

In monitoring and evaluation, the attention will be given to whether the objective is achieved in due time; what are the projected final outcomes; whether the resources were spent effectively and according to the purpose; how non-budget resources were spent and what were the quality of the new activities developed under the strategy.

## Appendix 1.

### Qualitative Criteria and Evaluation Methods for Evaluation of the Operation of the National Library of Mongolia

	Criterion	Evaluation Method
1.	Influencing the drafts of legal documents related to library; influencing amendments to such documents; implementation.	Comparative evaluation of the present legal documents and the documents that are needed to enact.
2.	Compliance with responsibilities of the Library.	Comparison between the Library's present operations and the operations that are specified in the government resolution.
3.	Acquisition of books and periodicals: -foreign -Mongolian	Comparison between the number of acquisitions in the year and the numbers of the past three years.
4.	Average circulation of the collection.	Comparison between the number of books circulated regularly and the total number of books in the collection.
5.	Acquisition of ancient and national, rare printed material.	Comparison between the number of acquisitions in the year and the total numbers in the collections.
6.	Total expenditure on foreign and Mongolian books and periodicals (or area-specific).	Comparison between the budget planned for the year and the total costs of the books acquired in the year.
7.	Number of books and periodicals electronically catalogued (in the webpage catalogue).	Comparison between the numbers of the year and the numbers in the past three years; evaluation based on customer surveys regarding the use of online catalogue.
8.	Inter-library book exchange: - foreign - domestic	Comparison (by charts) between the numbers of the year and the numbers in the past three years.
9.	Book loan.	Comparison between the numbers of the year and the numbers in the past three years.
10.	Number of items downloaded from the Library's online services.	Comparison between the number of downloads and the number of items offered in the database.
11.	Percentage of the online services usage in the total usage of the library services.	Comparison between the total number of users and the number of online services users.
12.	Digitization of contents.	Comparison between the number of items digitized in the year and the number in the previous year.
13.	Reading room occupancy.	Comparison between the numbers of the year and the numbers in the previous years.
14.	Skills and competence improvement of the staff.	Numbers of staff covered by in-service and re-trainings; comparison of budgets allocated for capacity building and action plans over the past years; development of new systems of evaluating the skills and competence of the staff.
15.	International cooperation.	Comparison between the number of staff working on international projects and the total number of the staff (differentiated by profession and level of education)

16.	Customer satisfaction.	Customer satisfaction questionnaires regarding the Library's different services; analyses of the questionnaire findings.
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## Appendix 2.

Attachment to Resolution 155 by the Ministry of Education, Culture and Science of 30.12.2008

### 2. Quantity Criteria and Evaluation Methods for Evaluation of the Operation of the National Library of Mongolia

	Criterion	Evaluation Method	
1.	Index of the percentage of professional staff in the total staff ( $A_1$ )	$A_1 = a_1/a_2$	$a_1$ - number of professional librarians $a_2$ - total number of librarians
2.	Index of coverage in in-service training ( $A_2$ )	$A_2 = a_3/a_2$	$a_3$ - number librarians covered in national-level in-service trainings in the year
3.	Budget expenditure index ( $A_3$ )	$A_3 = a_4/a_5$	$a_4$ - budget implementation $a_5$ - approved budget
4.	Index of income generated from library operations ( $A_4$ )	$A_4 = a_6/a_7$	$a_6$ - income from library operations $a_7$ - income planned from library operations
5.	Book restoration index ( $A_5$ )	$A_5 = a_8/a_9$	$a_8$ - number of books restored $a_9$ - number of books planned for restoring
6.	Collection usage index ( $A_6$ )	$A_6 = a_{10}/a_{11}$	$a_{10}$ - number of books circulated (cumulative number) $a_{11}$ - total number of books in the collection
7.	Organization of book exhibition ( $A_7$ )	$A_7 = a_{12}/a_{13}$	$a_{12}$ - number of book exhibitions $a_{13}$ - number of book exhibitions planned
8.	Book promotions index ( $A_8$ )	$A_8 = a_{14}+a_{15}+a_{16}/a_{17}$	$a_{14}$ - number of promotions via FM radio, radio, TV $a_{15}$ - number of promotions via newspapers, magazines, other press $a_{16}$ - number of promotions on webpage $a_{17}$ - number of promotions planned