International Federation of
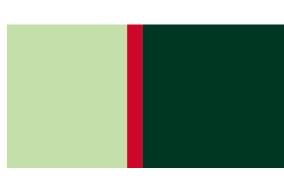Library Associations and Institutions

IFLA Strategic Plan
2016-2021

Endorsed by the IFLA Governing Board

December 2015 (revised January 2017)

VISION

IFLA is the trusted global voice of the library and information community. We empower and inspire society by driving access to information, knowledge and culture for all, to support development, learning, creativity and innovation.

INTRODUCTION

As the foremost international body, we lead globally to advance and represent the interests of our members and library users within a continuously changing information environment. We create value for library users through the strengths of our membership network, and focussed partnerships and collaboration with key stakeholders, the information and cultural sectors, international bodies, civil society organisations, funders.

Our **purpose** is to globally advocate and promote the value and importance of high-quality library and information services that result in societal, cultural and economic growth. Through investing our expertise and resources, we advance equitable access to digital and print information and cultural heritage resources for learning, creativity and innovation.

Our **Strategic Directions** guide us in achieving our goals through advocacy, excellence in practice, and celebrating the value of libraries in society.

Our **Key Initiatives** build on these directions, by identifying priorities that we will deliver within a defined timeframe. Each Initiative draws together a set of activities, stakeholders, resources and expertise.

CORE VALUES

We have Core Values that we embrace in pursuing our strategic directions:

– The principles of **freedom of access** to information, ideas and works of imagination and freedom of expression embodied in Article 19 of the Universal Declaration of Human Rights;

– The belief that people, communities and organisations need universal and equitable access to information, ideas and works of imagination for their **social, educational, cultural, economic and democratic development;**

– The conviction that **delivery of high-quality library and information services** helps to guarantee that access;

– The commitment to enable all members of the Federation to **engage in, and benefit from, its activities** without regard to citizenship, disability, ethnic origin, gender, geographical location, language, political philosophy, race or religion.

STRATEGIC DIRECTIONS

For 2016-2021, we will pursue four core Strategic Directions:

Strategic Direction: 1. Libraries in Society

We will empower the library and information services sector to build literate, informed and participative societies. We will develop strategies and tools to enable libraries to be key providers of information, education, research, culture and social participation.

Strategic Direction: 2. Information & Knowledge

We will build a framework that promotes equitable access to information and knowledge in any format and in any place. We will establish the capacity for libraries to act as catalysts of innovation, able to facilitate the creation and re-use of content by their communities.

Strategic Direction: 3. Cultural Heritage

We will support the library and information services sector and work closely with our network of cultural heritage partners to safeguard cultural heritage in its diverse forms, including traditional, historical, indigenous and contemporary expression; and to achieve optimal coordination of our cultural heritage activities.

Strategic Direction: 4. Capacity Building

We will establish the capacity to raise the voice of the library and information services sector at national, regional and global levels. We will develop an advocacy agenda and strengthen the ability of IFLA's members to advocate effectively for libraries as key players in political, economic and social change.

IFLA 2016 – 2021 STRATEGIC PLAN: KEY INITIATIVES AND ACTIVITIES

The four Strategic Directions of our Plan will be progressed through a set of Key Initiatives and Activities.

The Key Initiatives and their Activities will be driven by IFLA's Governing Board through advisory and steering groups comprised of representatives within our membership, professional units, policy and programme advisory bodies, regional offices and language centres, Leaders Associates, and partners, working closely with expert IFLA staff. Our staff and the professional units will also be involved in projects that support the Key Initiatives.

STRATEGY SUPPORTED BY STRONG GOVERNANCE

IFLA's strategic directions are supported by strong governance, evidence-based practice and research, and robust policies and standards.

KEY INITIATIVES 2015-16:

1.1 Promoting reading and literacy as an essential requirement for active participation in society, through access to information in any format

Activity 1.1.1 Develop and implement a new position on literacy and reading that incorporates stronger participation and partnerships across the literacy and reading fields

We will develop a new IFLA policy position on literacy and reading, as part of a strategy developed jointly with our partners in the field.

We will develop a strategy and materials including a position statement for September 8 World Literacy Day.

We will actively raise awareness within our members and partners about the importance of universal literacy, and particularly through advocating for the incorporation of national literacy plans into Development Plans to fulfil the United Nations vision for "A world with universal literacy", expressed in the United Nations *Transforming our World: the 2030 Agenda for Sustainable Development.*

Activity 1.1.2 Expand and promote a framework for media and information literacies

We will scope and develop a strategy that promotes the media and information literacy skills required for citizens to flourish through their utilisation of information and knowledge in any format.

1.2 Introducing libraries on the agenda of international organizations

Activity 1.2.1 Prepare a UNESCO recommendation on the essential and changing role for libraries in society

We will draft a Recommendation and work in cooperation with partner Member States to place it on the UNESCO agenda.

1.3 Building on the IFLA Trend Report

The IFLA Trend Report identified five key trends within the fast-moving information environment.

We will build a policy and action agenda around these five Trends.

We will update the IFLA Trend Report for launch at the WLIC in 2017; at the WLIC 2016 we will release a status report on action on the trends in the library sector and emerging trends in library services.

1.4 Promoting IFLA standards to support libraries in the provision of services to their communities

We will continue our programme of developing and continuously updating IFLA Standards and Guidelines, and promoting their implementation by the library sector worldwide.

STRATEGIC DIRECTION: 2. INFORMATION AND KNOWLEDGE

WE WILL BUILD A FRAMEWORK THAT PROMOTES EQUITABLE ACCESS TO INFORMATION AND KNOWLEDGE IN ANY FORMAT AND IN ANY PLACE. WE WILL ESTABLISH THE CAPACITY FOR LIBRARIES TO ACT AS CATALYSTS OF INNOVATION, ABLE TO FACILITATE THE CREATION AND RE-USE OF CONTENT BY THEIR COMMUNITIES.

KEY INITIATIVES 2015-16:

2.1 Defining a long-term, sustainable information environment

We will gather a strong evidence base and resources to inform our policy work on openness and access to data, information and knowledge.

Based on the evidence and resources, we will define the essential components of a long-term sustainable information environment.

2.2 Advocating for an equitable copyright framework

Activity 2.2.1 Promote the Marrakesh Treaty for the print-disabled

We will work with libraries to advocate for Member States to ratify the Marrakesh Treaty, facilitating access to published works for people who are blind, visually-impaired or otherwise print-disabled.

Activity 2.2.2 Promote the Hague Declaration on Text and Data Mining

We will work with our partners to promote the Hague Declaration on Text and Data Mining, enabling access to data, facts and ideas for knowledge discovery and creation.

Activity 2.2.3 Work to improve the eLending framework

We will support eLending by identifying the changes required to the legal framework of copyright for libraries and identifying best practices for library licenses.

Activity 2.2.4 Continue our work with the World Intellectual Property Organisation (WIPO) and other partners

We will continue our work with the World Intellectual Property Organisation (WIPO) and partners to promote copyright frameworks that facilitate the work of libraries in the digital age.

Activity 2.2.5 Develop an IFLA statement on user-generated content

We will develop a strategy and an action plan on the participation of library services in facilitating the creation of local, user-generated and citizen-science content.

2.3 Influencing the future of Internet governance

Activity 2.3.1 Promote the essential role of libraries in providing public access to the Internet

We will continue to campaign for public access to the Internet and draft a statement of principles regarding public access within the context of the Internet Governance Forum's Dynamic Coalition on Public Access in Libraries. We will engage with the World Summit on the Information Society (WSIS) WSIS+10 review and national, regional and international Internet Governance Forums (IGF).

Activity 2.3.2 Define IFLA's position on Internet neutrality

We will define and promote IFLA's position on Internet Neutrality, as part of our work at the Internet Governance Forum.

STRATEGIC DIRECTION: 3. CULTURAL HERITAGE

WE WILL SUPPORT THE LIBRARY AND INFORMATION SERVICES SECTOR AND WORK CLOSELY WITH OUR NETWORK OF CULTURAL HERITAGE PARTNERS TO SAFEGUARD CULTURAL HERITAGE IN ITS DIVERSE FORMS, INCLUDING TRADITIONAL, HISTORICAL, INDIGENOUS AND CONTEMPORARY EXPRESSION; AND TO ACHIEVE OPTIMAL COORDINATION OF OUR CULTURAL HERITAGE ACTIVITIES.

KEY INITIATIVES 2015-16:

3.1 Establishing our network of Preservation and Conservation Centres (PACs) as centres of expertise critical to safeguarding documentary cultural heritage globally

We will further develop centres of expertise within the PAC Centres network for specialised areas of PAC practice, and to meet emerging needs and specific cultural, language and regional requirements.

3.2 Developing standards for the collection and preservation of content in its diverse forms

Activity 3.2.1 Work with members and partners to promote standards and best practice for digital preservation

We will continue our engagement with the UNESCO PERSIST project on digital preservation, and monitor and take up opportunities to promote the urgency of digital preservation and digital sustainability.

We will work within IFLA, and with partners, to identify and develop standards, guidelines and examples for good practices for the collection and preservation of content in its diverse forms and to promote these to members and others engaged in digital preservation.

Activity 3.2.2 Instigate debate and exchange of ideas to explore collection and access issues for libraries in digital / virtual repatriation of documentary cultural heritage content

We will explore with members and partners emerging issues in digital/virtual repatriation of documentary cultural heritage content; provide forums for open exchange of ideas; and investigate practical solutions that enable and respect appropriate access.

3.3 Safeguarding documentary cultural heritage through Disaster Risk Reduction

We will continue developing the Risk Register with members and partners, including Blue Shield (ICBS) and UNESCO, to document library collections at risk or potential risk from natural and man-made crises, conflict or disaster.

In support of this we will build on synergies with the Blue Shield, UNESCO and possible external funders to benefit libraries in areas at risk from, or affected by, natural or man-made disasters.

We will actively raise awareness within our members and partners about risk mitigation and disaster planning for documentary cultural heritage, particularly through advocating for the importance of incorporating *Target 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage* of the United Nations *Transforming our World: the 2030 Agenda for Sustainable Development* into national legislation and Development Plans.

STRATEGIC DIRECTION: 4. CAPACITY BUILDING

WE WILL ESTABLISH THE CAPACITY TO RAISE THE VOICE OF LIBRARIANS AND LIBRARY REPRESENTATIVES AT NATIONAL, REGIONAL AND GLOBAL LEVELS. WE WILL DEVELOP AN ADVOCACY AGENDA AND STRENGTHEN THE ABILITY OF IFLA'S MEMBERS TO ADVOCATE EFFECTIVELY FOR LIBRARIES AS KEY PLAYERS IN POLITICAL, ECONOMIC AND SOCIAL CHANGE.

KEY INITIATIVES 2015-2016

4.1 Promoting libraries within the United Nations 2030 Agenda for Sustainable Development

Activity 4.1.1 Raise awareness of the UN Transforming our World: the 2030 Agenda for Sustainable Development

We will work with the library sector and other partners to raise awareness of the role of libraries within the global Sustainable Development Agenda.

Activity 4.1.2 Change the mind set to achieve the vision of libraries as critical community assets

We will build a communication strategy aimed at convincing policy makers, funders and community of the value of library and information services as critical community assets.

We will support the strategy with stories and evidence about the benefits that effective library and information services bring to communities.

We will assist the library sector to create strong links within their communities and become their own advocates, supported by our advocacy and capacity building activities.

Activity 4.1.3 Campaign for Libraries in the United Nations 2030 Agenda for Sustainable Development

We will continue the campaign to position library and information services and cultural heritage within the UN 2030 Development Agenda.

We will support the library and information services sector at regional and national levels on advocacy, policy and practical implementation of the Sustainable Development Goals (SDGs), within the United Nations *Transforming our World: the 2030 Agenda for Sustainable Development.*

We will use the support from hundreds of signatories to the *Lyon Declaration on Access to Information and Development* to highlight the importance of information access and libraries as a vital means to sustainable development.

Activity 4.1.4 Develop evidence to demonstrate how access to information (A2I) and libraries contribute to the achievement of the Sustainable Development Goals (SDGs) outlined in the United Nations 2030 Development Agenda

We will produce a 'Development and Access to Information' report that will measure the progress of the SDGs and access to information, and support IFLA's activities to provide a sustainable long term information environment.

4.2 Delivering the International Advocacy Programme (IAP)

We will develop the International Advocacy Programme to give the library sector the capacity to create and promote a favourable policy framework for valued library services to the community, set and implement regional and national action agendas, and build advocacy skills.

We will deliver the Africa IAP pilot, Train the Trainer Workshop and Regional IAP Workshops.

Activity 4.2.1 Engage IFLA members in advocating for library inclusion in national and regional development plans

We will work with the library sector to campaign for the inclusion of library services in national development plans.

4.3 Advancing our Leadership Programme

Activity 4.3.1 Deliver effective capacity building materials

We will package our International Leaders programme materials as a suite of activities that can be delivered at library events and conferences. We will offer opportunities for participants to experience advocacy situations and to enhance their skills.

Activity 4.3.2 Introduce a new International Leaders Programme cohort

We will plan and implement a new International Leaders Programme cohort for 2016-2018.

Activity 4.3.3 Extend our pool of experienced leaders

We will develop a strategy to commence in 2017 to engage leaders from our completed Leaders Programme and Partner programme cohorts in IFLA activities, reinforcing their skills development and enlarging IFLA's, and partners, pool of experienced advocates at all levels and in all regions.

4.4 Delivering our Building Strong Library Associations programme

We will achieve our delivery of the BSLA programme, focusing on Africa, Asia and Oceania, and the Latin America and Caribbean regions.

We will build on existing models for the BSLA programme utilising best practice and impact to strengthen the programme's sustainability and deliverability in multiple formats.

We will evaluate the success of our Building Strong Library Associations (BSLA) model.

4.5 Strengthening IFLA by building regional and sectoral capacity and participation across our activities

Activity 4.5.1 Strengthen our regional capacity and leadership

We will increase our regional capacity and strengthen our regional presence and leadership through participation in our Key Initiatives and other activities to ensure that IFLA is a truly representative global body for the diversity of views and expertise from across its regions regardless of geographic location, the economic capacity of associations, institutions or individual members to actively participate and benefit.

Activity 4.5.2 Increase participation of the public library sector in national, regional and international representation

We will redress the under-representation of the public libraries sector by significantly increasing the participation of public libraries and public library workers in IFLA's activities, associations and national, regional and international representation.

Please refer to the IFLA website for regular updates