

IFLA Strategic Plan 2016-2021

DRAFT Full Version 7

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.

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 libraries to build literate, informed and participative societies. We will develop strategies and tools to enable libraries to act as key providers of information, education, research, culture and social participation.

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.

Strategic Direction: 3. Cultural Heritage

We will support libraries 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.

Strategic Direction: 4. Capacity Building

We will establish the capacity to raise the voice of libraries and librarians 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.

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 and Activities 2015-2016 [draft]

Introduction

Our Strategic Directions will be progressed through a set of Key Initiatives and Activities, which will be updated every two years.

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.

Strategic Direction: 1. Libraries in Society

We will empower libraries to build literate, informed and participative societies. We will develop strategies and tools to enable libraries to act as key providers of information, education, research, culture and social participation.

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 a new position on literacy and reading

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 draft position statement for September 8 World Literacy Day.

1.2 Introducing libraries on the agenda of international organizations

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

We will draft a Recommendation, in cooperation with partner member states, to place it on the UNESCO agenda.

Activity 1.2.2: Libraries in the UN post-2015 development agenda

We will continue the campaign to position library and information services and cultural heritage within the UN post-2015 development agenda. We will support libraries on advocacy, policy and practical implementation of the Sustainable Development Goals.

1.3 Building on the IFLA Trend Report

Activity 1.3.1: Develop policy and action agendas from the 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.

Activity 1.3.2: Update the IFLA Trend Report

We will update the IFLA Trend Report for launch at the WLIC in 2017.

Activity 1.3.3: Trend Report Innovation Programme

We will develop the Trend Report Innovation Programme for implementation, as from WLIC 2017. We will develop mechanisms to capture and share stories and best practices for innovative responses to the impact of the Trend Report/trends on library services and programmes.

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, promoting their uptake by libraries worldwide.

1.5 Changing the mindset to achieve the vision of libraries as critical community assets

We will build a communication campaign, supported by our advocacy and capacity building activities, to demonstrate the value of libraries as critical community assets through stories and evidence of impact on community benefit, to change the mindset of policy makers, funders and community, and assist the library field to become their own advocates.

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 Advocating for a long-term, sustainable information environment

Activity 2.1.1 Develop an evidence base and resources

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

Activity 2.1.2 Define IFLA's future policy position on access

Based on the evidence and resources, we will define IFLA's policy position within the future open access agenda.

Activity 2.1.3 Develop advocacy tools for the IFLA community

We will develop IFLA strategy and tools for advocacy in support of the open access agenda.

Activity 2.1.4 Expand and promote a framework for media and information literacies

We will scope and develop a framework that promotes the skills required for citizens to flourish within an open data 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 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 Create an IFLA statement on citizen-created content

We will develop a strategy and an action plan on local, user-generated and citizen-science content.

2.3 Building ever-stronger partnerships

Activity 2.3.1 Leverage the Lyon Declaration on Access to Information and Development

We will leverage the support from hundreds of signatories to the Lyon Declaration to highlight the importance of information access and libraries as a vital means to sustainable development.

2.4 Influencing the future of Internet governance

Activity 2.4.1 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 WSIS+10 review and national, regional and international Internet Governance Forums.

Activity 2.4.2 Internet neutrality

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

Strategic Direction: 3. Cultural Heritage

We will support libraries 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.

Key Initiatives 2015-16:

3.1 Further developing expertise to preserve cultural heritage

Activity 3.1.1 Establish centres of expertise within our network of Preservation and Conservation Centres (PACs)

We will develop centres of expertise within the PAC network for specialised areas of PAC practice, and specific cultural, language and regional requirements.

Activity 3.1.2 Achieve optimal coordination of cultural heritage activities

With the launch of a new Cultural Heritage Programme Advisory Committee, we will focus on a joined-up approach to our cultural heritage activities, incorporating indigenous and contemporary culture and content creation.

We will continue to work with libraries in areas at risk from natural disasters or man-made disasters, establishing synergies with the Blue Shield (ICBS) and UNESCO.

3.2 Developing standards for the collection and preservation of content

Activity 3.2.1 Work with partners to promote standards and good practice

We will develop a strategy and plan of work with our partners in cultural heritage to develop and promote standards and good practice guidelines.

3.3 Developing our Cultural Heritage Disaster Risk Reduction Programme

Activity 3.3.1 Work with strategic partners to develop a Risk Register for cultural heritage

We will continue to build the Risk Register with partners, including Blue Shield (ICBS) and UNESCO, to document library collections at risk during times of crisis, conflict or disaster.

3.4 Supporting Digital Preservation

Activity 3.4.1 Promote standards and best practice in the field of digital preservation

We will continue our work with UNESCO on digital preservation, including the PERSIST project, which provides a roadmap for digital sustainability. We will work with the IFLA Committee on Standards to identify and promote good practice.

Strategic Direction: 4. Capacity Building

We will establish the capacity to raise the voice of libraries and librarians 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 post-2015 development agenda

Activity 4.1.1 Raise awareness of the UN post-2015 development agenda

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

Activity 4.1.2 Produce a Development and Access to Information report

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.

Activity 4.1.3 Engage IFLA members in advocating for library inclusion in national and regional development plans

We will work with libraries to campaign for their inclusion in national development plans.

4.2 Delivering the International Advocacy Programme

Activity 4.2.1 Develop the International Advocacy Programme

We will evaluate the successes of our Building Strong Library Associations (BSLA) model and Africa IAP pilot. We will develop the International Advocacy Programme to give the library sector the capacity to create and promote a favourable policy framework for value-added library services to the community. We will define and implement regional and national action agendas, and build advocacy skills.

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, 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 the pool of experienced leaders

We will develop a programme to engage leaders from our Leaders Programme and IFLA Partner Programmes in IFLA activities, reinforcing their skills development and enlarging the pool of experienced advocates at all levels and in all regions.

4.4 Delivering the Building Strong Library Associations programme

Activity 4.4.1 Deliver the Building Strong Library Associations (BSLA) programme

We will achieve our delivery of the BSLA programme, focusing on Africa, Asia-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.

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 a diversity of views and expertise from across its regions, regardless of geographic location. We will enable associations, institutions and individual members to actively participate and benefit from IFLA services, regardless of economic capacity.

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, resulting in representation in associations, as well as national, regional and international representation.