

IFLA Strategy Surveys

Survey 3 – Looking Back on the Global Vision

The third of our four surveys designed to help the Governing Board prepare for its discussions about next steps on the IFLA Strategy focuses on the opportunities (priorities) identified as a result of the Global Vision Process. These priorities had provided a key basis for developing the current strategy, as well as being used to help stimulate and structure engagement with the wider field.

In particular, the survey sought respondents' views about how much progress had been achieved on each of these, how relevant they were today, and how important it was that they are reflected in the next Strategy. This document shares information about the methodology and respondents, and then provides analysis of the quantitative data, looking first at overall results, then results by region, type of respondent, and priority. In each case, questions for the Governing Board to consider are highlighted.

1. Methodology

This survey returned to the set of ten opportunities from the global Vision Summary Report, which set out areas where the library field should focus its efforts in order to achieve positive change. These were the result of consultations to which over 30 000 people contributed. The ten priorities were as below (with the shorthand used subsequently in this report afterwards in brackets):

1. We must be champions of intellectual freedom (Intellectual freedom)
2. We must update our traditional roles in the digital age (Roles in a digital age)
3. We need to understand community needs better and design services for impact (Community needs)
4. We must keep up with ongoing technological challenges (Digital tools)
5. We need more and better advocates at all levels (Advocacy)
6. We need to ensure stakeholders understand our value and impact (Stakeholder understanding)
7. We need to develop a spirit of collaboration (Spirit of understanding)
8. We need to challenge current structures and behaviours (Challenging behaviours)
9. We need to maximise access to the world's documentary heritage (Access to heritage)
10. We must give young professionals effective opportunities to learn develop and lead (New professionals)

Given the role of these priorities in shaping the current IFLA Strategy, it makes sense to verify how relevant they may still be in giving guidance to the development of the next edition. To this end, for each of these questions, we asked respondents to indicate how far they agreed with the following statements:

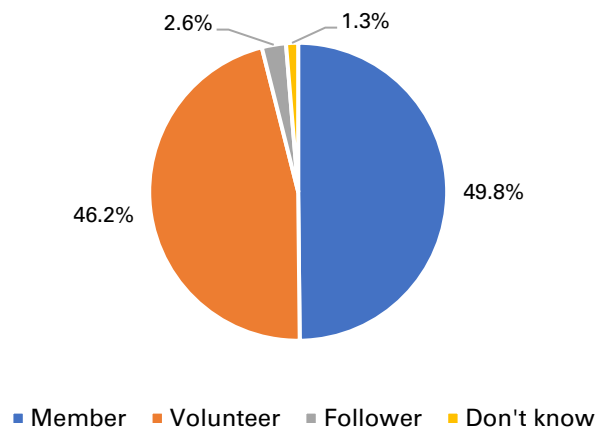
1. We have made significant progress in the areas covered by the Opportunities identified through the Global Vision Process
2. To what extent do you agree or disagree that the areas covered by the Opportunities identified through the Global Vision Process are relevant today?
3. To what extent do you agree or disagree that the areas covered by the Opportunities identified through the Global Vision Process should feature in some way in IFLA's next Strategy (2024-2029)?

We then asked for contextual data, firstly around whether respondents primarily identified as members, volunteers, simple followers or didn't know, as well as from which region they came.

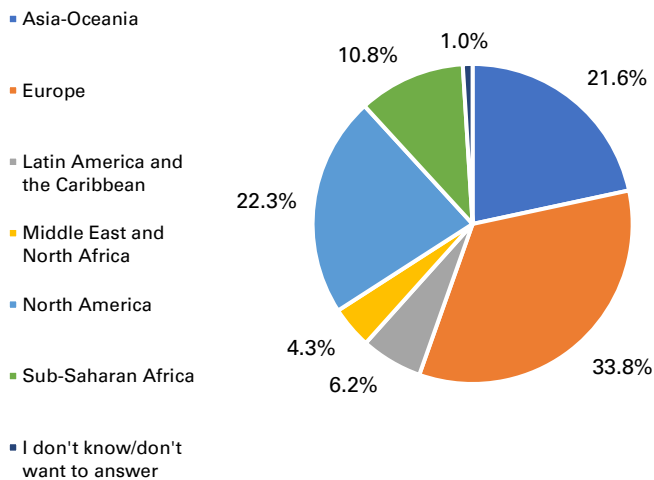
The survey was open over ten days from 13 to 23 November 2023, and promoted by e-mail, social media, and on Basecamp for IFLA volunteers.

We had 305 responses overall. In terms of respondent type, just under half primarily identified as members, and another 46.% as volunteers. Fewer than 4% in total described themselves as having no link to IFLA (but just following it), or not knowing or wanting to respond. This represents a higher share of members and lower share of volunteers than in the last survey.

1a: Responses by respondent type



1b: Responses by region



As for respondents per region, the largest single group represented were Europeans at just over 1/3 of the total. The next biggest group were North Americans (22.3%), and then Asia-Oceania (21.6%).

Next was Sub-Saharan Africa (10.8%), with the Middle East and North Africa and Latin America and the Caribbean together representing just over 10% of those voting.

Compared to the 2nd survey, this is an increased share of

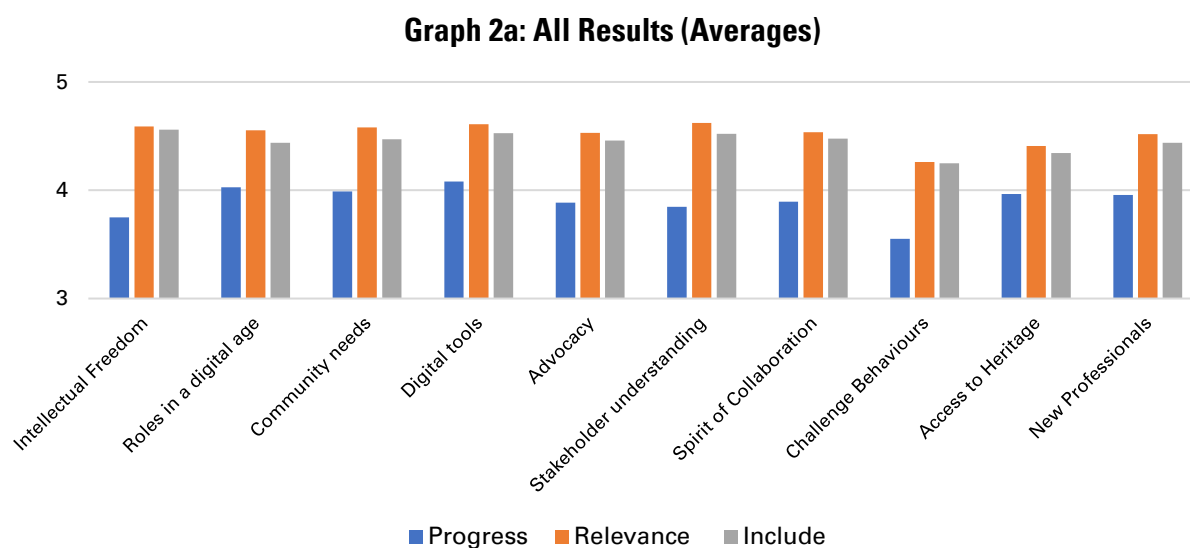
Europeans (up from 31.2%) and Africans (up from 7.7%), but fewer MENA, LAC and North Americas.

Table 1: Answers by type and region

	Member	Volunteer	Follower	Don't Know
Asia-Oceania	33	31	2	0
Europe	53	43	5	2
Latin America and the Caribbean	10	8	0	1
Middle East and North Africa	6	6	0	1
North America	32	36	0	0
Sub-Saharan Africa	17	15	1	0
I don't know/don't want to answer	1	2	0	0

2. Overall results

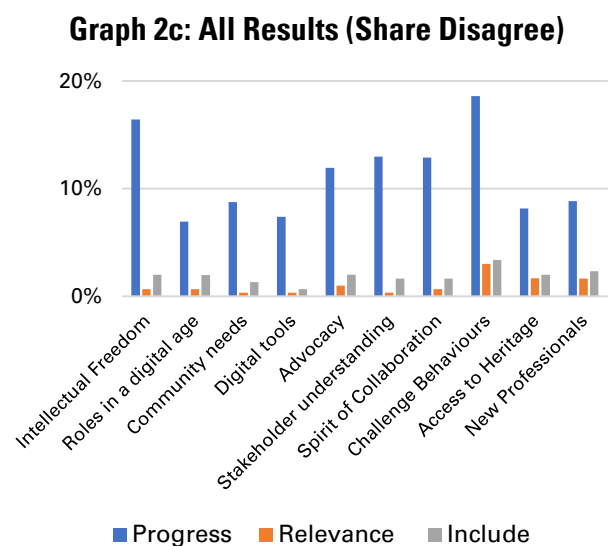
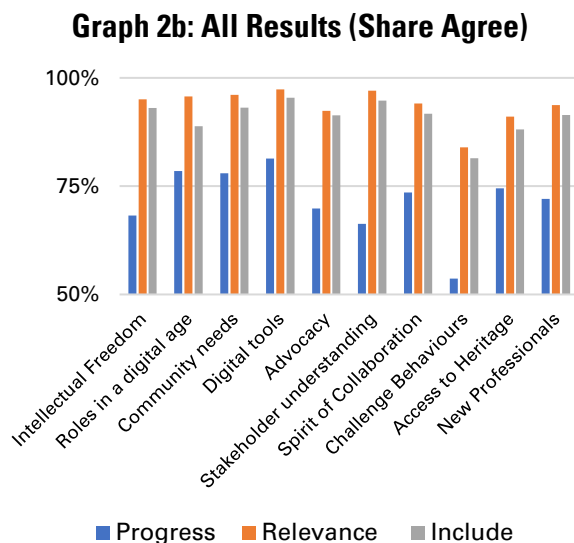
Graph 2a shows the results as a whole. They are shown by transforming the scores (from strongly agree to strongly disagree) into numbers (from 5 to 1), and then calculating averages. 'Progress' refers to the question of whether progress has been made on this priority, 'Relevance' to whether it is still relevant now, and 'Include' to whether respondents felt that this priority should included in the new Strategy



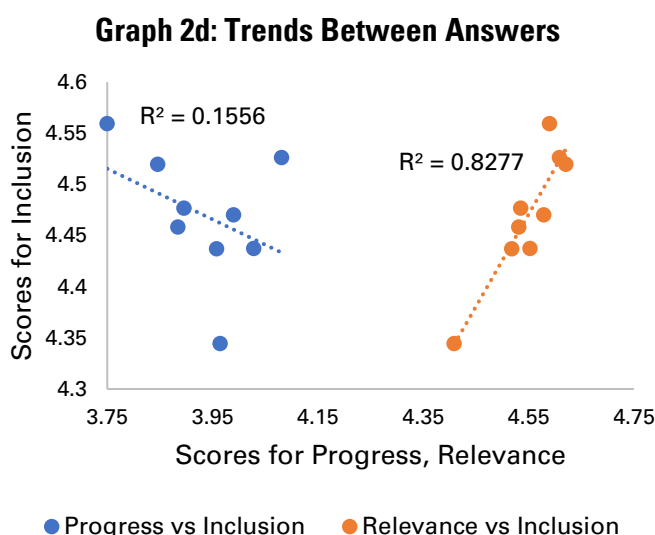
Looking first at the answers for where there has been progress, the strongest responses were around seizing digital tools, followed by updating our roles for the digital age and being able to assess and design services to meet digital needs. The least positive results were around being champions of intellectual freedom, and challenging behaviours.

As for which issues are most relevant, there were very similar results for all of the first seven priorities, while scores were lower for challenging behaviour and access to heritage. Finally, on average, respondents called most strongly for intellectual freedom to feature in the next strategy, but with strong responses also for embracing digital tools, and building stakeholder understanding of libraries' value.

We can also look at the total share either agreeing (or strongly agreeing) or disagreeing (or strongly disagreeing with each of the statements – this is done in Graphs 2b and 2c.



There is a relatively similar picture here, with it notable that barely 50% of respondents felt that we had got better at challenging old-fashioned behaviours, and almost 20% disagreeing with the statement. Other areas with relatively low level of agreement were around being champions of intellectual freedom and ensuring stakeholders understand our value. Also, only around 70% felt that we had improved our ability to advocate. Meanwhile, the highest shares of respondents disagreeing were around the priorities for intellectual freedom and challenging behaviours followed by advocacy, stakeholder understanding of our value, and developing a spirit of collaboration.



Finally, Graph 2d combines the data to see if there are trends in general between whether respondents felt that progress or that a priority was relevant, and whether they wanted it to feature in the next IFLA Strategy.

There is one outlier, not shown in the graph – the priority around challenging behaviours. Interestingly, while there is little progress seen in this, it does not score particularly highly on relevance or importance of including it in the next Strategy.

Comparing scores for relevance and inclusion, as perhaps can be expected, there is very strong correlation – the more important a theme is, the more people want to see it appear in the next strategy. Looking at scores for progress and inclusion, the correlation is weaker, but crucially, there tend to be stronger calls for inclusion in the

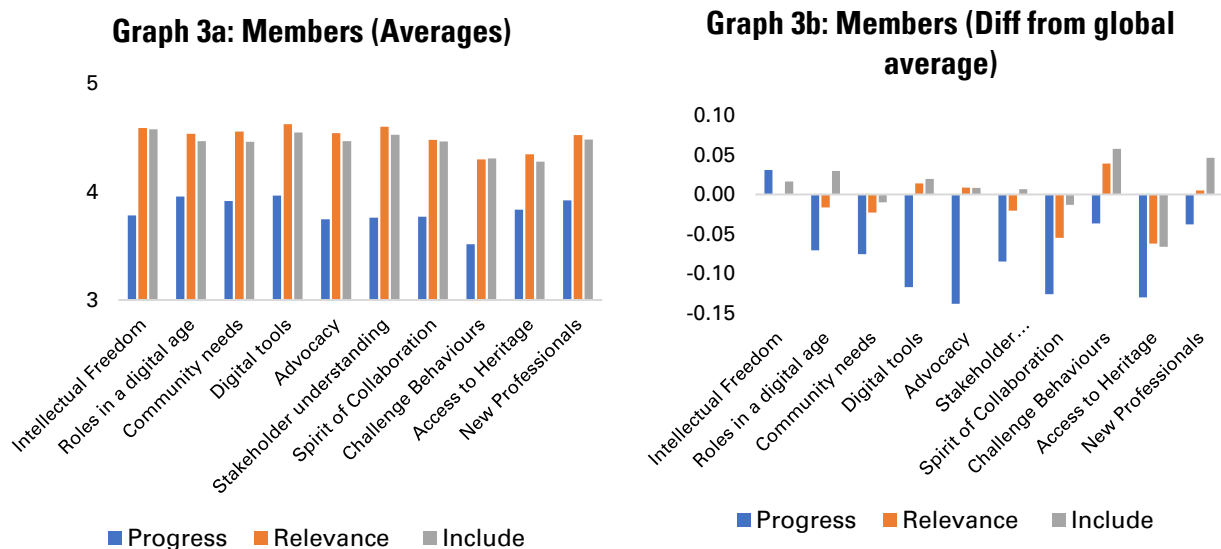
next strategy where progress is felt to have been weaker. The outlier here is around keeping up to speed with digital tools, where despite progress made, it remains a priority for the next Strategy.

Questions for the Governing Board:

1. *Should we read anything into the lower scores for progress on intellectual freedom, advocacy, stakeholder understanding and partnerships?*
2. *Are there any implications from the lower scores on all counts for the priority around challenging existing structures and behaviours?*

3. Responses by type of respondent

The average response on each score for are presented in Graph 3a, with Graph 3b showing how these vary from the global average.



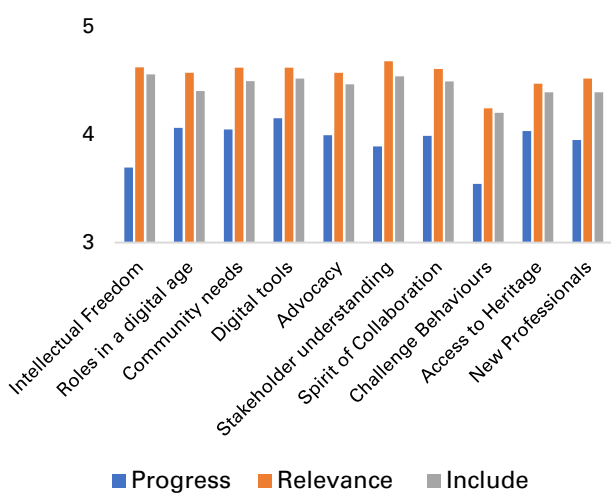
Looking first at the scores for progress, Members overall see most forward movement on roles in a digital age, understanding of community needs, and adopting digital tools. They see least progress on challenging behaviours. As for relevance, most priorities score at similar levels, but challenging behaviours and access to heritage are seen as less relevant. Finally, in terms of what should feature in a new strategy the picture is similar, with adopting digital tools and stakeholder understanding slightly ahead of other issues.

Compared to the global average, members are in general pessimistic compared to the average when it comes to progress made, with the exception of intellectual freedom. Answers for the relevance of different priorities are closer to the average, but members are general see challenging old behaviours and emerging leaders as more relevant as priorities, and access to heritage as less important. Finally, on inclusion in the new strategy, members are more positive than the average on challenging behaviours, but see building a spirit of collaboration and access to heritage as less important.

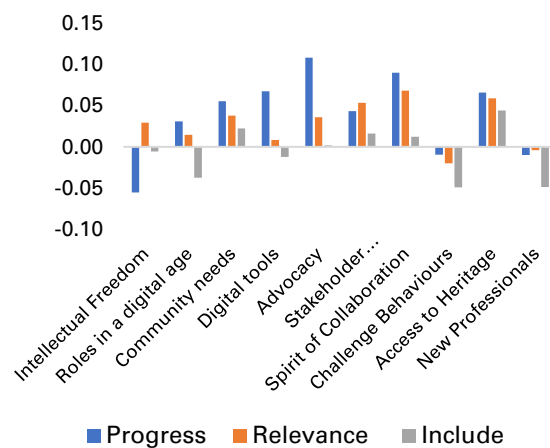
Graphs 3c and 3d repeat this exercise for volunteers. Overall, volunteers see most progress as having been made on updating roles for the digital age, understanding stakeholder needs, adopting digital needs, and access to heritage. They see less progress on intellectual freedom and challenging old behaviours. On relevance, they see most priorities as of higher relevance, with stakeholder understanding of needs highest. Challenging behaviours again is seen as less relevant. Finally, as with members, almost all priorities get a similar score for the importance of including them in the next strategy, but the one about challenging behaviours scores lower.

Comparing these figures to global averages, volunteers stand out for seeing greater progress on advocacy, collaboration, community needs, adoption of digital tools, and access to heritage.

Graph 3c: Volunteers (Averages)



Graph 3d: Volunteers (Difference from Global Average)

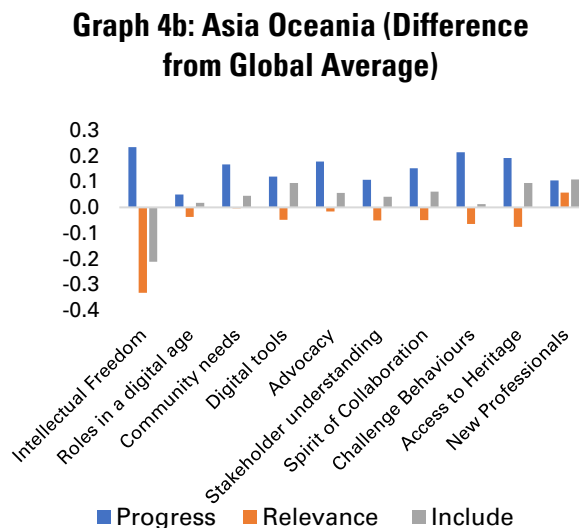
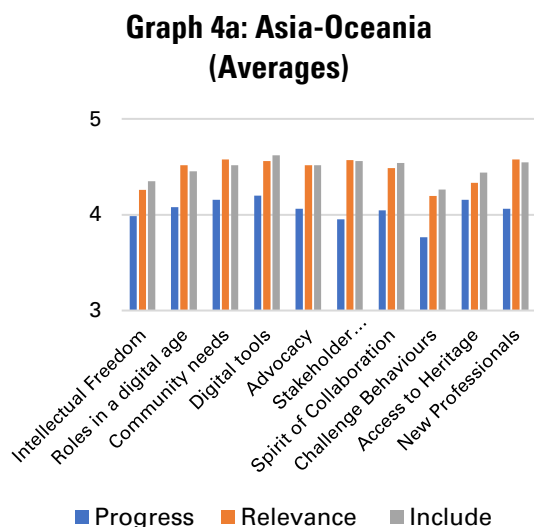


Questions for the Governing Board:

3. *What might explain the much more negative view of progress achieved against many priorities among members as opposed to among volunteers, and what could this mean for us?*
4. *How do we want to deal with the lower scores for challenging behaviours and access to heritage overall?*

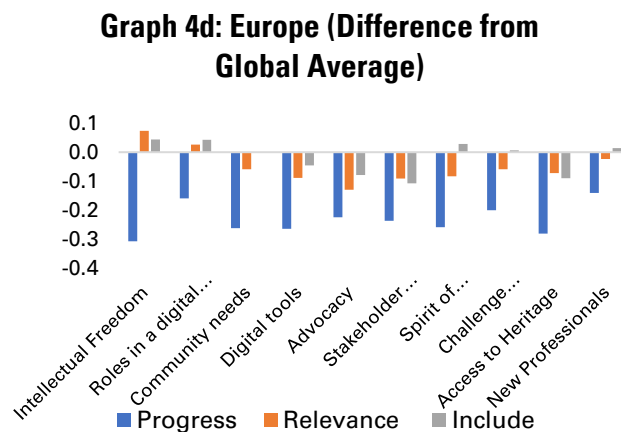
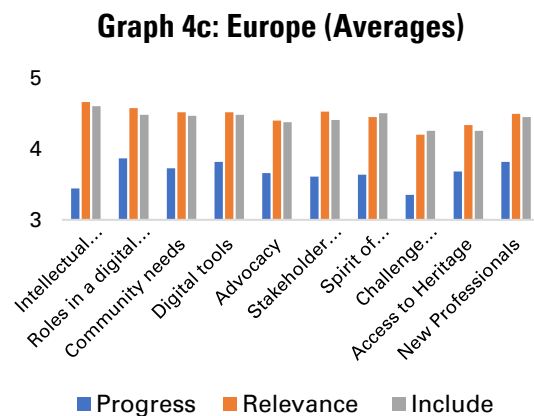
4. Responses by region

For each of the regions, overall average responses are given, as well as graphs that indicate how regional responses differed from the global average, mirroring the model used for types of respondent. The first two (4a and 4b) are for Asia-Oceania.



Asia-Oceania respondents were most positive about progress in adopting digital tools, assessing community needs and access to heritage, and least positive (while still in general agreeing with the statement) on challenging behaviours and building stakeholder understanding. They felt that supporting new professionals and assessing community needs were the most relevant, and challenging behaviours and intellectual freedom where the least. For the region, adopting digital tools and stakeholder understanding where the most important to feature in a new strategy.

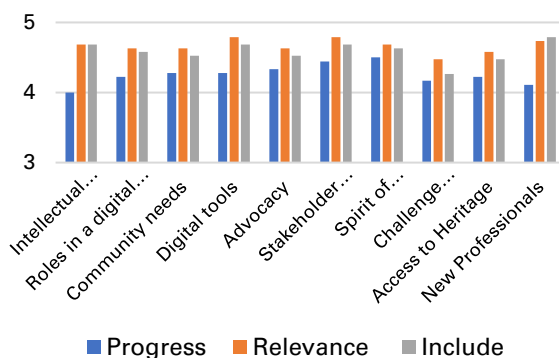
As for how these responses differed from the average, Asia-Oceania respondents were more positive about progress on all priorities, with intellectual freedom and challenging behaviours standing out. They tended, however, to give lower scores than average on all theme, with a particularly low score on intellectual freedom, and the only higher than average score on new professionals more relevant, with the exception of intellectual freedom. On the other hand, they were more positive than the global average about including all priorities in the next strategy, with the exception of intellectual freedom.



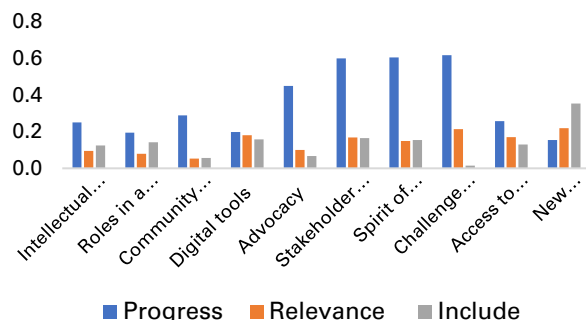
The results for Europe (Graphs 4c and 4d) indicate most positivity about progress in updating roles for the digital age and adopting digital tools, and a little less on supporting new professionals. Views about progress in championing intellectual freedom and challenging behaviours were the least positive. Europeans also tended to see intellectual freedom as the most relevant priority today, followed by updating roles for the digital age, but felt that challenging behaviours and promoting access to heritage were less important. Finally, they most wanted to see championing intellectual freedom and promoting collaboration in the next strategy, but were less likely to want to see challenging behaviours and promoting access to heritage in there.

As for how European responses compared to the average, they were more pessimistic about progress on all priorities, and particularly so on intellectual freedom and access to heritage. While still negative, the difference was least on new professionals. They also saw all priorities as less relevant than the average – and in particular more advocates at all levels – with the exception of intellectual freedom and updating roles for the digital age. Results were more split on whether to include priorities in the next strategy – Europeans tended to be keener to see intellectual freedom, roles in a digital age and a spirit of collaboration feature, but less interested in seeing ensuring stakeholders understand our value and access to heritage feature.

Graph 4e: Latin America and the Caribbean (Averages)



Graph 4f: Latin America and the Caribbean (Difference from Global Average)

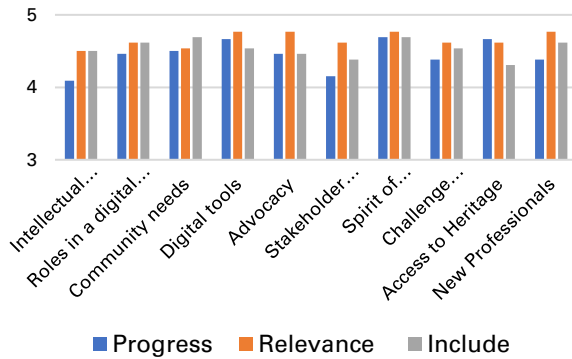


Graphs 4e and 4f give figures for Latin America and the Caribbean (LAC) respondents. Looking first at regional averages, the strongest sense of progress was around building a spirit of collaboration and ensuring stakeholders understand our value. Scores were weaker for progress on intellectual freedom and new professionals. LAC respondents felt that the priorities on digital tools and stakeholder understanding of library value were most relevant, and those on challenging behaviours and access to heritage least. They were most likely to want to see work on new professionals as part of the next strategy, followed by intellectual freedom, adoption of digital tools, stakeholder understanding of library value and building a spirit of collaboration, while least likely to feel that challenging behaviours and access to heritage should feature.

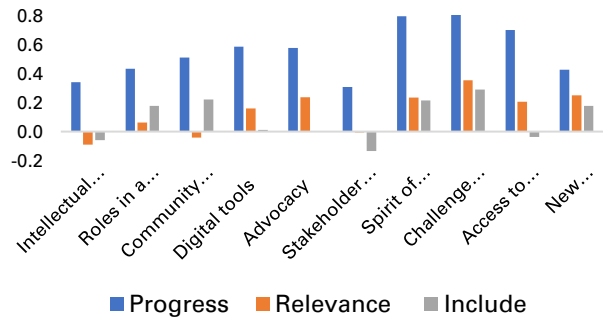
Compared to global averages, LAC respondents were more positive about progress on all priorities, and in particular on stakeholder understanding of library value, building a spirit of collaboration, and challenging behaviours. The positive difference from the average was least on emerging leaders. As for relevance, they were also more positive in all cases, and in particular on challenging behaviours and new professionals.

Finally, they also gave higher scores for all priorities on whether they should be included, with new professionals standing out.

Graph 4g: Middle East and North Africa (Averages)



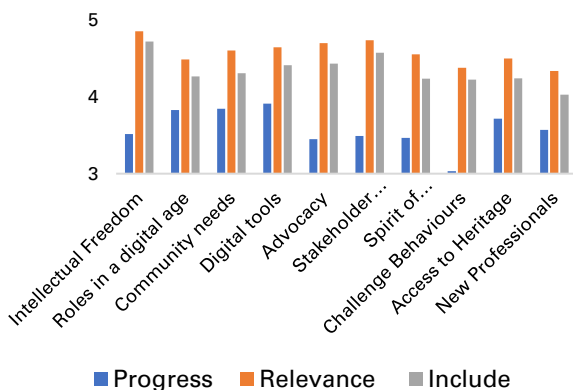
Graph 4h: Middle East and North Africa (Difference from Global Average)



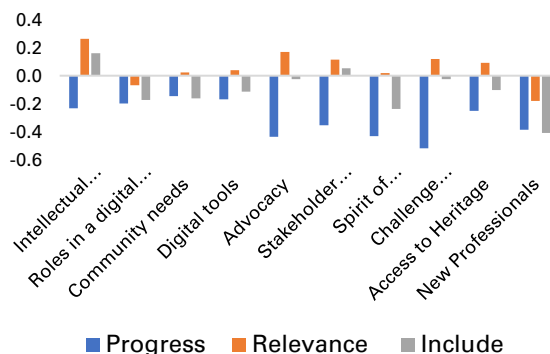
Graphs 4g and 4h provide results for the Middle East and North Africa (MENA) region. In terms of where MENA respondents saw progress as having been made, with the strongest taking place around building a spirit of connection, followed by adoption of digital tools and access to heritage. Concerning relevance, the highest scores were for adoption of digital tools, advocacy, building a spirit of collaboration, and new professionals, while the lowest was for intellectual freedom. Finally, the priorities MENA respondents most wanted to see in the new strategy were assessing community needs and building a spirit of collaboration, with support for new professionals just a little behind.

On the differences between MENA and global results, MENA respondents tended to be more positive about progress against all priorities than the global average, with particular positivity on building a spirit of collaboration and challenging behaviours. They also tended to feel that all priorities were more relevant on all but two priorities – intellectual freedom and assessing community needs. The most positive results for MENA compared to the global average came on challenging behaviours and new professionals. Finally, on which priorities should be included in the next strategy, MENA respondents gave more positive results than the mean on 7/10 priorities (the exceptions were intellectual freedom, stakeholder understanding of library value and access to heritage). The highest positive score was on challenging behaviours.

Graph 4i: North America (Averages)

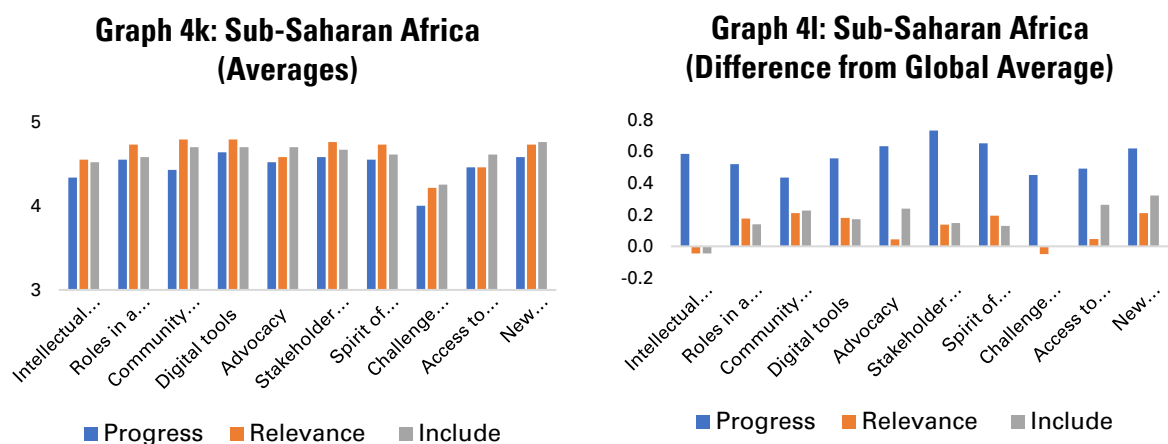


Graph 4j: North America (Difference from Global Average)



Graphs 4i and 4j give answers for North American respondents. Concerning perceptions of progress, North American respondents gave the most positive responses on adoption of digital tools, followed by assessment of community needs and updating roles in the digital age. The lowest was on challenging behaviours. On relevance, the highest score was for intellectual freedom, followed by stakeholder understanding of library value and advocacy, with new leaders and challenging behaviours scoring lowest. Finally, on inclusion in the next strategy, North American respondents gave the highest score by some way to intellectual freedom, followed by stakeholder understanding of library value, advocacy and adoption of digital tools.

Looking at differences from global averages, North American respondents were less likely to agree that there had been progress on all priorities, with the biggest differences being on building a spirit of collaboration, stakeholder understanding of library value, and advocacy. As for relevance, results are more mixed. North Americans tended to see intellectual freedom and advocacy as particularly more relevant than the global average, and new professionals as somewhat less. Finally, on what should be included in the next strategy, North Americans gave lower than average scores to all priorities, with the exception of intellectual freedom and building stakeholder understanding of library value.



Finally, Graphs 4k and 4l offer data for Sub-Saharan African (SSA) respondents. Concerning perceptions of progress on each priority, adoption of digital tools gets the highest scores, followed by building stakeholder understanding of library value. The lowest score by some way was for progress in challenging old behaviours. On relevance, the highest averages were for assessing community needs and adopting digital cores, while the lowest scores were for challenging behaviours, and then for access to heritage. Finally, SSA respondents were most likely to call for work on new professionals to be included, followed by assessing community needs, adopting digital tools and advocacy.

Regarding differences with global averages, SSA respondents gave higher scores for progress than the global average on all priorities, and particularly on stakeholder understanding of library value, followed by advocacy and building a spirit of collaboration. On relevance, they were also more positive than the average on all priorities, with the exception of intellectual freedom and challenging behaviours, while new professionals and assessing community needs saw the biggest positive difference from the global mean. Finally, on inclusion in the next strategy, SSA voted more than

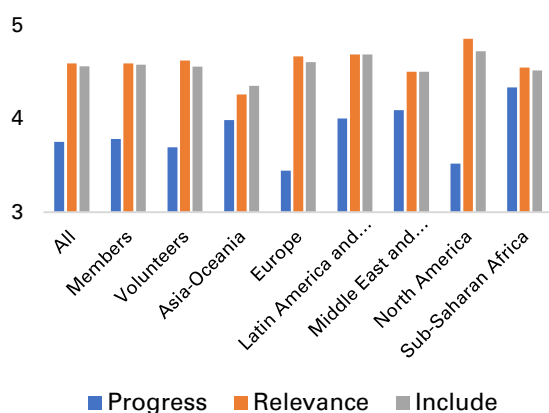
the average on all priorities except intellectual freedom, with a particularly strong positive result for new professionals.

Questions for the Governing Board:

5. *There are quite significant regional variations from the average in particular on perceptions of progress towards the Global Vision priorities – what could explain this, and what could it mean in strategy development?*
6. *How can we address the fact that different regions tend to perceive different topics as more relevant and important to be included in a future strategy?*

5. Responses by Global Vision Opportunity

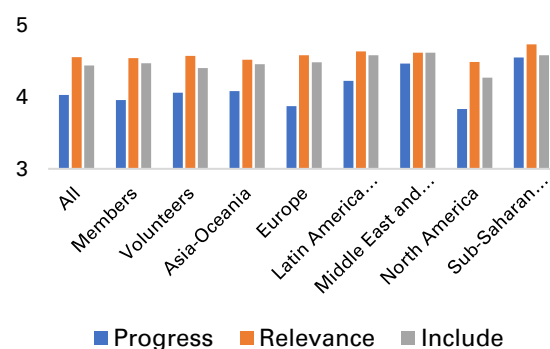
Graph 5a: Intellectual Freedom



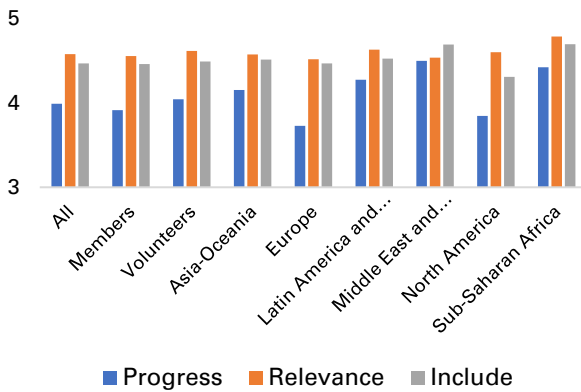
Finally, we look at the responses by opportunity (priority). Concerning championing intellectual freedom (Graph 5a), while scores for members and volunteers are similar, there is variation, especially in perceptions of progress among regions, with Europe and North America lower than the others. On assessment of relevance, North America saw this as particularly important, while Asia-Oceania scored this lower. There were more equal scores around whether intellectual freedom should feature in some way in the next Strategy.

On updating our rules for the digital age, volunteers were more optimistic than members about progress, while among regions, SSA and MENA scored highest, followed by LAC, Asia-Oceania and then Europe and North America. Scores for relevance were much more level across respondent type and regions. On whether to include this in the new strategy, members saw this as slightly more important than volunteers, and among regions, LAC and MENA saw it as most important, with all others only a little further behind, except for North America.

Graph 5b: Roles in a Digital Age



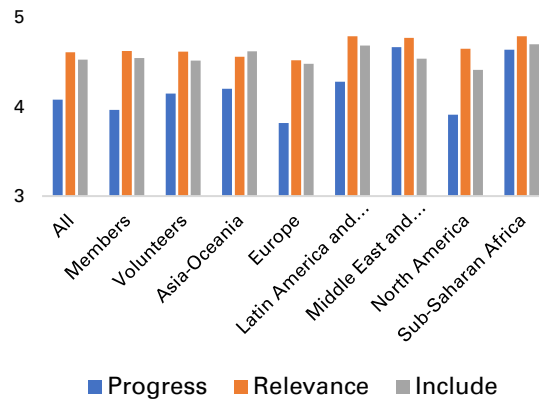
Graph 5c: Understanding Community Needs



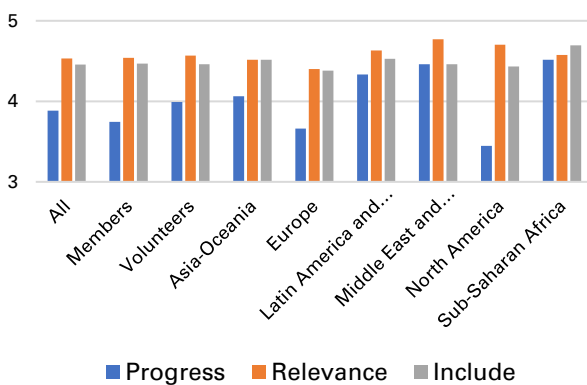
On understanding community needs and designing services to match, volunteers felt that more progress had been made than volunteers, while among regions, MENA and SSA scored highest, followed by LAC, then Asia-Oceania, and finally Europe and North America. There was a relatively consistent level of support for the relevance of this item across regions, while among regions the outliers were LAC and MENA (in calling more strongly for it to feature) and North America (in calling less strongly for this).

As for adopting and using digital tools, volunteers were more positive about progress made than volunteers, while SSA and MENA stood out for positiveness about this, with Europe and North America the least optimistic. Members and volunteers did not differ much in their views of the relevance of this priority, but LAC, MENA and SSA respondents all tended to see this as more important, with Europeans the least positive. On inclusion in the next strategy, LAC and SSA stood out for calling for its inclusion, while North America was least enthusiastic.

Graph 5d: Using Digital Tools



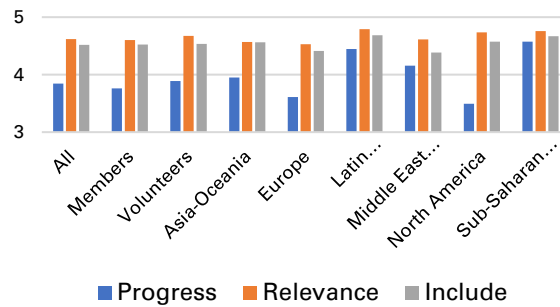
Graph 5e: More and Better Advocates



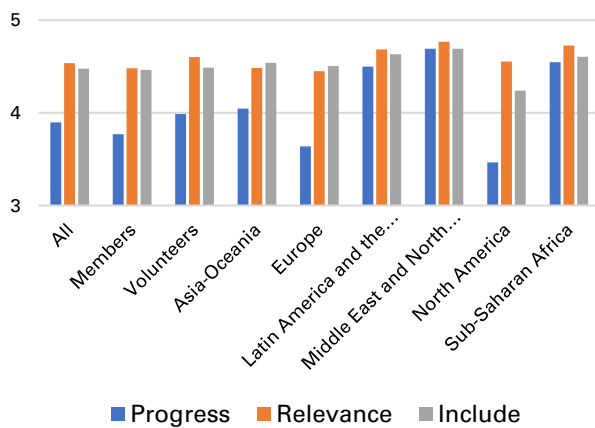
On ensuring that there are more and better advocates for libraries, once again volunteers saw more progress as having been made than members. Across regions, SSA, MENA and LAC were most optimistic, while the average for North America was closer to neither agreeing nor disagreeing than positively agreeing. On relevance, volunteers and members did not differ much, but MENA and North America stood out for seeing this as important, with Europe at the rear. SSA was most keen for this to feature in a future strategy.

Concerning how to ensure that stakeholders understand our value, volunteers again saw more progress than members, and MENA and SSA gave the most positive scores among regions, with North America and Europe the least. On relevance, LAC, North America and Sub-Saharan Africa respondents agreed most strongly that this was important, as well as that this should feature in future strategies, with Europe and MENA offering less strong (but still strong) support for this.

Graph 5f: Stakeholders Understand our Value



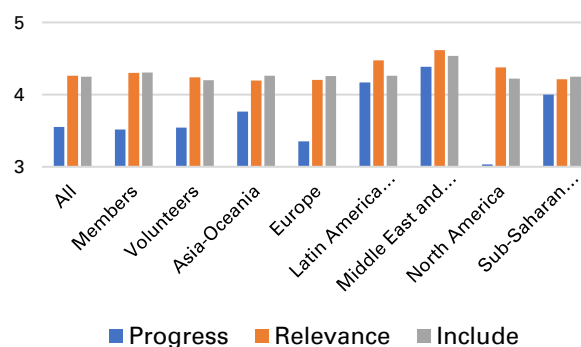
Graph 5g: Spirit of Collaboration



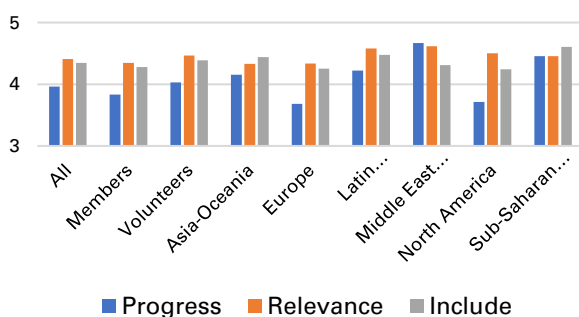
On building a spirit of collaboration, there was a similar pattern to other priorities, with volunteers, and LAC, MENA and SSA respondents seeing most progress, and members, European and North American respondents least. Volunteers also saw this as more relevant than members, as did LAC, MENA and SSA respondents than those in other regions. As for including this in the next strategy, support was again higher in LAC, MENA and SSA, although interestingly the difference between regional responses was less marked.

On the importance of challenging behaviours and structures, there was little difference between members and volunteers in terms of their perceptions of progress, but MENA, LAC and SSA respondents were more positive. North American respondents were, on average, neutral about whether any progress had been made. Scores for relevance and inclusion in the next strategy were closer together, although MENA respondents stood out for seeing this as important, and necessary to include in future.

Graph 5h: Challenge Behaviours



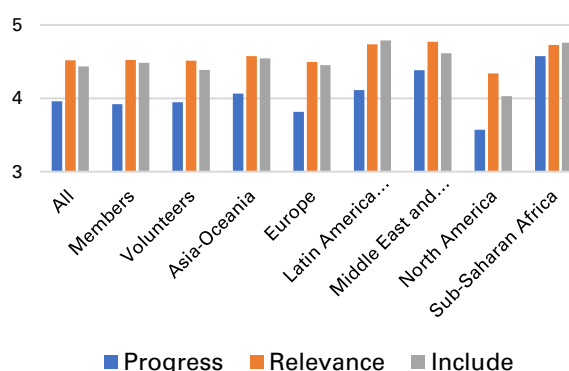
Graph 5i: Access to Heritage



Volunteers were more likely to have seen progress in supporting access to heritage than members, as were MENA and SSA respondents, while European and North American respondents saw least progress. Scores for relevance were less varied, although again SSA respondents did tend to give higher scores. Finally, volunteers were more likely to want to see this included in future strategies, as were LAC and SSA respondents.

Finally, on the importance of doing more to offer opportunities to emerging leaders, scores between members and volunteers for progress made were similar, while SSA and MENA respondents were more positive, and North America and Europe least. On relevance, LAC, MENA and SSA saw this as most important, and North America as least. As for whether to include this in the next strategy, members saw this as more important than volunteers, while LAC and SSA stood out for wanting to see it feature, while North Americans gave the lowest scores.

Graph 5j: Emerging Leaders



Questions for the Governing Board

7. *In addition to the questions raised above, how should we interpret the lower scores given by Europe and North America in particular on a number of items. Is this an issue of communication, connected to views around Dubai, or that there may be less of a sense that work at the international brings less value in relative terms compared to work domestically?*
8. *To what extent does the variation in scores (at least on some priorities) imply that we need a greater regionalisation of our work?*

6. Summary of questions

1. *Should we read anything into the lower scores for progress on intellectual freedom, advocacy, stakeholder understanding and partnerships?*
2. *Are there any implications from the lower scores on all counts for the priority around challenging existing structures and behaviours?*
3. *What might explain the much more negative view of progress achieved against many priorities among members as opposed to among volunteers, and what could this mean for us?*
4. *How do we want to deal with the lower scores for challenging behaviours and access to heritage overall?*

5. *There are quite significant regional variations from the average in particular on perceptions of progress towards the Global Vision priorities – what could explain this, and what could it mean in strategy development?*
6. *How can we address the fact that different regions tend to perceive different topics as more relevant and important to be included in a future strategy?*
7. *In addition to the questions raised above, how should we interpret the lower scores given by Europe and North America in particular on a number of items. Is this an issue of communication, connected to views around Dubai, or that there may be less of a sense that work at the international brings less value in relative terms compared to work domestically?*
8. *To what extent does the variation in scores (at least on some priorities) imply that we need a greater regionalisation of our work?*

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