



### Impact Area 01

Libraries are connected and energised through vibrant, global professional communities



### Impact Area 02

Libraries are recognised, represented and valued as partners

# IFLA Strategy 2024-2029



### Impact Area 03

Libraries are enabled to deliver meaningful change at all levels

Sustainable futures for all  
through knowledge and  
information



International  
Federation of  
Library  
Associations and Institutions

# Introduction

**IFLA's 2024-2029 Strategy will take the Federation beyond its centenary, and almost to the end of the United Nations' 2030 Agenda. Both milestones encourage a focus on the long term, clarity about the world we want to see, and the role that libraries and IFLA can play.**

IFLA's 2024-2029 Strategy has been shaped by members and volunteers through surveys and consultations that sought to understand their perceptions of IFLA today, and their aspirations for the future. The 2024-2029 Strategy is not prescriptive, but rather sets out a broader framework that anyone in our field can use to develop their own plans. It offers a clear vision of the world we want, as well as a theory of change setting out how IFLA can support libraries to get there. It will act as a constant reference for IFLA's plans, a framework for measuring progress, and a potential model to help inform strategy development elsewhere. It is also designed to reflect IFLA's nature as an international federation, bringing together, providing a platform for, and delivering results for people from diverse cultures, language communities, geographies and experiences.

## Why work together internationally?

**IFLA is founded on the belief that international collaboration means library associations, libraries, library and information professionals and others can achieve more together than apart. It is this coming together that allows us to make the most of our diversity to innovate and to respond to the needs of the library field as a whole. In particular:**



1. IFLA and the global library field have much in common in terms of missions, and values. Shared challenges and opportunities make it both possible and valuable to exchange experience to develop standards, guidelines and other shared reference points at the international level, all while recognising, working with and celebrating diversity.
2. Libraries can best support users and wider communities in a global information environment through practical cooperation. This is facilitated by structures and tools that make collaboration simpler.
3. Discussions and decisions at the global level not only affect libraries, but also benefit from libraries' inputs. Libraries must have a voice on the international stage.
4. Partnerships can be formed at the global level that deliver benefits to library associations, institutions and their workforce everywhere. These in turn stimulate local partnerships.
5. There is a powerful mutual commitment and generosity within the global library field, a sense of solidarity that can be turned into outcomes through cooperation and action-orientated work at the international level.

This Strategy supports IFLA to achieve this potential, for the benefit of members, the wider field, and the communities libraries serve.

# How to read this Strategy

**Every part of IFLA has the potential to contribute to all impact areas and the different impact areas are mutually supportive; one cannot be achieved without the others.**

**The intention is for IFLA's committees to take the Strategy and use it to develop plans that maximise their contribution to the world we want.**

**To support this, IFLA's Governing Board will develop one-year operational plans to provide a structure for committees inform their work.**

A framework of strategic outcomes and measures of success is embedded in the Strategy. The evaluation framework is a living document and will be reviewed annually.

We will continuously monitor and evaluate progress through a mix of quantitative and qualitative methods, including desk research, surveys, focused discussion groups and a collection of evidence-based success stories. Where relevant, we will establish an initial baseline against which to measure progress.

The detailed evaluation framework containing targets, where applicable, and monitoring and measurement plan will be maintained and implemented by IFLA Headquarters. We will provide a dashboard, including outcome metrics and key performance indicators, to allow for tracking of progress.

This Strategy is also intended to be useful outside of IFLA to explain to partners and stakeholders why the work of libraries matters, and why engaging with IFLA is important.

And finally, as has happened with previous strategies, it is hoped that members and other partners and stakeholders will be inspired to adopt some of the ideas as they develop their own strategies and plans.

## **How to achieve this:**

Libraries, their workforce and their associations globally have the capability, contacts, confidence and resilience to realise their potential to drive inclusive, rights-based sustainable development in a fast-evolving world.

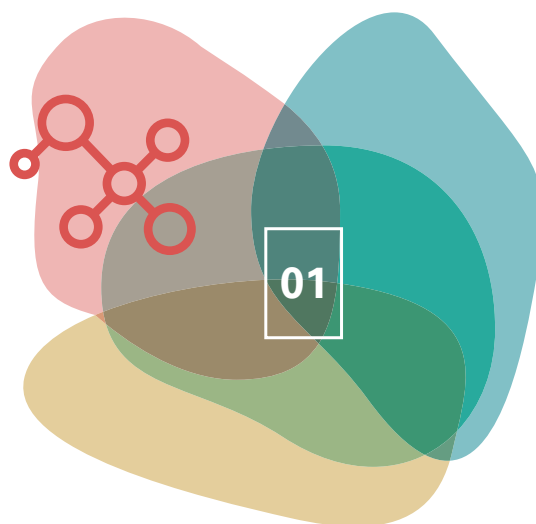


## **IFLA's Vision**

**Sustainable futures for all through knowledge and information**

## Impact Area 01

# Libraries are connected and energised through vibrant, global professional communities



**Crucial to our ability to make change happen is our community of members and volunteers, who bring unique and diverse ideas, experience and abilities relevant to our mission. IFLA is uniquely placed, as the global organisation for libraries, to provide a space and support for global exchange, learning and inspiration, as well as the development of relevant standards and guidelines.**

Through this, we help ensure that the library and information workforce benefits from a wide variety of opportunities to work together in order to advance its ability to contribute to individual and community development. By being connected to each other, our institutions, collections and services can better innovate to realise further the goal of meaningful and inclusive access to information and uphold library values and ethics in their work.

**Practically, our work here involves:**

- Enabling dynamic and high-performing volunteer groups, acting as spaces for exchange, and incubators for new ideas
- Maintaining and expanding an engaged membership motivated to contribute their

- experience and energy to the field
- Developing active and engaged wider communities of practice, allowing all members of our field to find their place in our work
- Creating and upholding timely, world-class standards and guidelines that facilitate great services, continuous evolution and international working
- Providing and maintaining spaces where members and volunteers can connect effectively and to mutual benefit

**We know that we have succeeded if:**

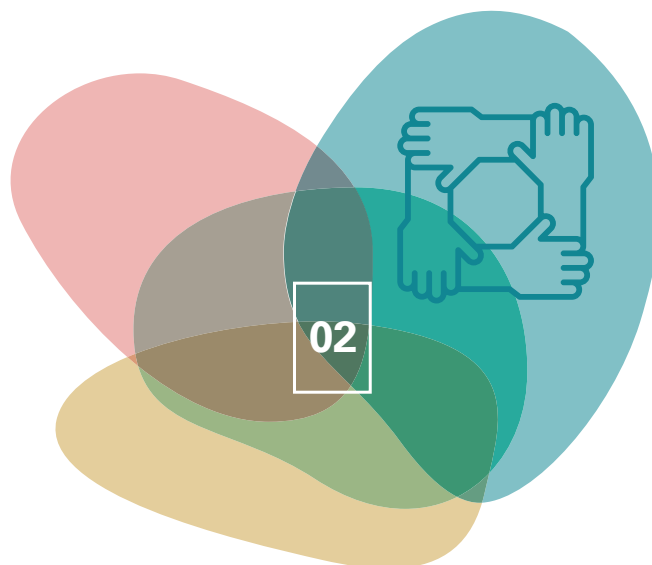
Our volunteer groups develop and deliver actions which enhance the field's ability to deliver change for the communities we serve. Our membership grows, in particular in areas where we are currently under-represented, and members not only engage actively, but also apply and share the results of their engagement in IFLA, demonstrating the value of being part of IFLA. High-quality and up-to-date standards are actively used by libraries around the world to drive innovation, resilience and great services to their communities. Librarians feel confident in setting out and applying values and ethical principles.

## Outcomes and measures of success

OUTCOMES OVER THE PERIOD OF THE STRATEGY	INDICATORS TO MEASURE SUCCESS
<b>Volunteers have the capability and confidence to support collaboration, deliver actions, and drive change within the communities they serve</b>	<ul style="list-style-type: none"> <li>▪ Confidence and ability to deliver positive change and impact for the communities they serve resulting from volunteer group action</li> <li>▪ Net promoter score (Level of recommending IFLA volunteering to others)</li> </ul>
<b>The global diversity of IFLA's membership is reflected within volunteer groups</b>	<ul style="list-style-type: none"> <li>▪ Regional diversity index within volunteer groups</li> </ul>
<b>Increased use of resources produced by volunteer groups among membership and the wider library field</b>	<ul style="list-style-type: none"> <li>▪ Number and diversity of downloads of resources</li> <li>▪ Use of resources produced by volunteer groups among membership to deliver change for communities they serve</li> </ul>
<b>Growing and increasingly diverse membership</b>	<ul style="list-style-type: none"> <li>▪ Membership diversity index (regional, within membership types)</li> </ul>
<b>Increased active engagement in decision making processes, including Elections and General Assembly</b>	<ul style="list-style-type: none"> <li>▪ Percentage of Members and Affiliates who use their right to nominate and vote in IFLA Elections and General Assembly</li> </ul>
<b>Increased member satisfaction and loyalty</b>	<ul style="list-style-type: none"> <li>▪ Net promoter score (Level of recommending IFLA membership)</li> </ul>
<b>Increased value of being a member and being part of IFLA among different membership types</b>	<ul style="list-style-type: none"> <li>▪ Feeling of belonging to IFLA</li> <li>▪ Value of IFLA membership</li> </ul>
<b>Growing and increasingly relevant and responsive communities of practice for members and the wider library field outside of participation in volunteer groups</b>	<ul style="list-style-type: none"> <li>▪ Participation activity in IFLA's communities of practice</li> <li>▪ Value of engagement with IFLA through communities of practice</li> </ul>
<b>Increased relevance and value in engagement with IFLA</b>	<ul style="list-style-type: none"> <li>▪ Value of engagement with IFLA within national/regional communities</li> </ul>
<b>Increased awareness about and use of IFLA guidelines and standards by libraries around the world to drive innovation, resilience and great services to their communities</b>	<ul style="list-style-type: none"> <li>▪ Awareness about IFLA standards and guidelines</li> <li>▪ Number of downloads of IFLA standards and guidelines</li> <li>▪ Use of IFLA guidelines and standards in practice by members to drive services and deliver change for communities they serve</li> </ul>
<b>Increased level of applying values and ethical principles among librarians</b>	<ul style="list-style-type: none"> <li>▪ Practice among librarians in setting out and applying values and ethical principles</li> </ul>
<b>Increasingly qualitative and diverse opportunities for meaningful engagement between members and volunteers</b>	<ul style="list-style-type: none"> <li>▪ Number of events and number of participants</li> <li>▪ Quality and usefulness of IFLA events</li> <li>▪ Number of registered members in IFLA's Professional Sections and their engagement</li> </ul>
<b>Increased satisfaction with and value of IFLA events</b>	<ul style="list-style-type: none"> <li>▪ Net promoter score (Level of recommending IFLA events)</li> <li>▪ Value of IFLA events</li> </ul>

## Impact Area 02

# Libraries are recognised, represented and valued as partners



**We can only realise the potential of libraries to change society if we can secure the laws and resources we need, through effective advocacy and partnership-building. This requires coordinated work at all levels, to demonstrate libraries' contributions, build support and define paths forwards, from global spaces to local communities. We also need to be a responsive, reliable and effective partner, able to speak the language of other stakeholders, as well as be a platform for reflection on how to uphold and promote libraries' values in a changing world.**

This work contributes to a situation where libraries engage impactfully with decision-makers, stakeholders and communities, and are recognised, represented and valued as partners. Libraries can confidently draw on successes at the global level in their own advocacy and partnership-building, as well as engage effectively in international activities, and actively defend and promote their values.

### **Our work here involves:**

- Building a voice, profile and influence in relevant international policy spaces where IFLA is uniquely able to contribute and convene
- Identifying and developing partnership strategies with others, in line with our strategy and as a means of achieving shared goals
- Providing thought-leadership within the field on policy issues and promoting library values
- Ensuring that advocacy resources and skills are shared throughout the field, to realise the impact of our global work

### **We know that we have succeeded if:**

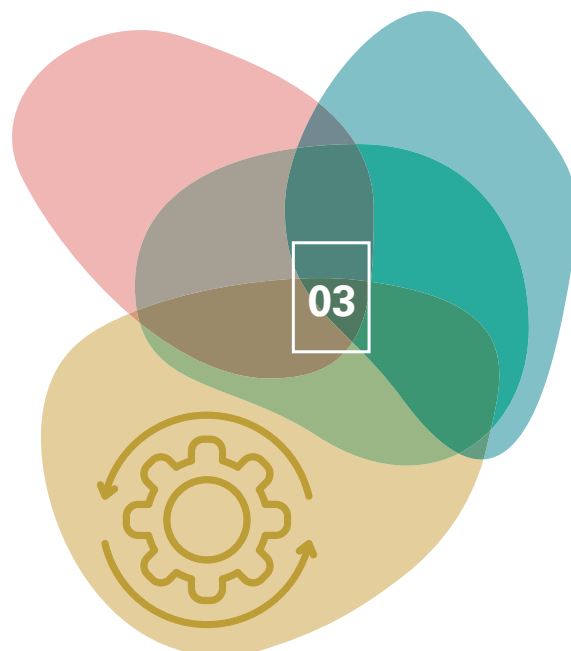
We see library priorities recognised in key global texts such as the UN post-2030 agenda, as well as relevant regional, national and local ones. Our community is regularly using materials and opportunities created by IFLA to enhance advocacy and partnerships, can talk partners' language, and has a stronger sense of agency. Library values, including intellectual freedom and open science, are reflected in law and policy.

# Outcomes and measures of success

OUTCOMES OVER THE PERIOD OF THE STRATEGY	INDICATORS TO MEASURE SUCCESS
<p><b>Library priorities are recognised in key global texts such as the UN post-2030 agenda, as well as relevant regional, national and local ones</b></p>	<ul style="list-style-type: none"> <li>▪ Number and quality of library references in key texts</li> <li>▪ Level of uptake of engagement possibilities in the VNR processes, approaches and cases of success</li> </ul>
<p><b>Library values, including intellectual freedom and open science, are reflected in law and policy</b></p>	<ul style="list-style-type: none"> <li>▪ Evidence and cases of impact of library engagement and advocacy in relevant areas</li> <li>▪ Number and quality of library references in key texts</li> </ul>
<p><b>Growing use of IFLA's resources by library associations, other members, and the wider global library field in their own advocacy</b></p>	<ul style="list-style-type: none"> <li>▪ Share of library associations (and other members) using IFLA's resources in their own advocacy</li> <li>▪ Downloads and use of key advocacy</li> </ul>
<p><b>Libraries are recognised, represented and valued as partners</b></p>	<ul style="list-style-type: none"> <li>▪ Level of proactive approaches to libraries by intergovernmental organisations</li> <li>▪ Perceptions of value of libraries as partners for sustainable development</li> </ul>
<p><b>IFLA (and libraries) are increasingly recognised as a partner of choice within and outside of the library field</b></p>	<ul style="list-style-type: none"> <li>▪ Number of actions carried out in partnerships with external partners</li> <li>▪ Downloads and use of IFLA's partnership resources</li> <li>▪ Level at which IFLA (and libraries) are seen and valued as a delivery partner</li> </ul>
<p><b>Libraries are increasingly recognised as partners by a wide range of partners leading to a growing number of partnerships</b></p>	<ul style="list-style-type: none"> <li>▪ Number and experience of partnerships, including partnerships in areas catalysed by IFLA</li> <li>▪ Level of members engagement in partnership opportunities that were triggered by IFLA</li> </ul>
<p><b>Increased audience engagement with IFLA's resources and communication on key policy issues in the library field</b></p>	<ul style="list-style-type: none"> <li>▪ Downloads and use of IFLA's key resources on policy issues by library associations (and other members)</li> <li>▪ Engagement in discussions on blogs (readership, number of comments)</li> </ul>
<p><b>Increased awareness of and use of IFLA's advocacy and partnership resources and engagement opportunities</b></p>	<ul style="list-style-type: none"> <li>▪ Awareness about IFLA's advocacy and partnership resources and materials</li> <li>▪ Downloads, uptake and use of IFLA's advocacy and partnership resources and engagement opportunities</li> </ul>
<p><b>Increased ability to talk partners' language and a stronger sense of agency within our community</b></p>	<ul style="list-style-type: none"> <li>▪ Reported confidence and sense of agency to use advocacy opportunities and pursue partnerships</li> </ul>

## Impact Area 03

# Libraries are enabled to deliver meaningful change at all levels



**While each library focuses on the needs of the individuals and communities they serve, collectively, we have a unique potential to drive systemic change in the areas in which we work. To do this, we need the ability in all parts of the world to support ongoing learning, and to design, deliver, and evaluate projects, programmes and initiatives which make a positive difference for the future. IFLA is uniquely placed to support capacity development, drawing on our global networks and the expertise we can mobilise.**

This leads to a future where libraries everywhere have the structures, skills and networks necessary to be resilient in the face of change, create possibilities for engagement and exchange, and collaborate to deliver systemic and meaningful change in their societies. They are better able to evaluate success and draw on lessons to innovate, as well as to plan for the future, notably through bringing forward emerging leaders.

### **Our work here involves:**

- Developing regional structures which can both articulate global priorities at their level, and build high-impact work programmes around specific needs within the context of IFLA's Strategy
- Developing an offer of relevant training which adds value to existing provision and responds to identified areas of need, as well as giving emerging leaders opportunities to develop skills and profile
- Supporting the development of library associations

### **We know that we have succeeded if:**

We have developed a stronger regional profile, with relevant committees and offices having a track record of impactful projects. We have a suite of training activities, in particular around building impact, that offer lessons that are subsequently implemented leading to observable change in practice. We can demonstrate a strengthening of library associations, as well as of library fields, in terms of delivery capability.



## Outcomes and measures of success

OUTCOMES OVER THE PERIOD OF THE STRATEGY	INDICATORS TO MEASURE SUCCESS
<p><b>Stronger regional profile, with relevant committees and offices having a track record of impactful projects</b></p>	<ul style="list-style-type: none"> <li>▪ Ability of Regional Division Committees to articulate global priorities at the regional level and build impactful programmes that meet the needs</li> <li>▪ Ability to implement relationship management strategy at the regional level</li> <li>▪ Number of projects with external partners at the regional level</li> <li>▪ Level of understanding of the role of Regional Division Committees and Offices among membership</li> <li>▪ Value of the work of regional structures to deliver change at national/regional level</li> </ul>
<p><b>Wider offer of training and professional development opportunities that meet the needs, around building impact and other key areas, offering lessons that are subsequently implemented leading to observable change in practice</b></p>	<ul style="list-style-type: none"> <li>▪ Range of training and professional development opportunities</li> <li>▪ Number of training participants</li> <li>▪ Knowledge, skills and confidence of training participants</li> <li>▪ Net promoter score (Level of recommending IFLA trainings)</li> <li>▪ Uptake of learning outcomes to deliver change in practice</li> <li>▪ Relevance of available training and professional development offer</li> </ul>
<p><b>Ample and diverse opportunities for emerging leaders to develop skills and profile</b></p>	<ul style="list-style-type: none"> <li>▪ Number of emerging leaders engaged in IFLA's programmes</li> <li>▪ Value and impact of participation in IFLA's programmes among emerging leaders</li> </ul>
<p><b>Increased delivery capability through taking relevant actions for impact and sustainability among library associations leading to more impactful library fields</b></p>	<ul style="list-style-type: none"> <li>▪ Number of library associations and their members taking part in IFLA's programmes of developing and strengthening library associations</li> <li>▪ Maturity index of library associations and the library field</li> <li>▪ Knowledge, skills and confidence to undertake relevant actions for impact and sustainability among library associations to deliver change in their library fields</li> <li>▪ Share of associations applying engagement and learning outcomes in practice to deliver change in their library fields and cases of success showing positive changes</li> </ul>

# Enabler

## Futureproofing IFLA

**IFLA is uniquely placed, through its global reach, its role in intergovernmental fora, its member, volunteer and partner community, and its presence in global spaces to play the roles set out in this Strategy. To do this into our second century, we need to focus continually on how we can carry out our missions most effectively. Through this, we can achieve a virtuous circle, attracting active members, expert volunteers and great partners who in turn enable us to ever better achieve our goal of delivering progress through libraries.**

This leads to a situation where libraries and the library and information workforce everywhere can continue to count on IFLA to provide a space for professional exchange, a voice for libraries globally, and a source of training and opportunities to enhance their own work. Engagement in IFLA becomes a path to getting involved in exciting and innovative projects that bring a wider variety of benefits, and a core pillar of the work of library associations, libraries and the library and information workforce.

### **Our work here involves:**

- Ensuring our governance is effective, transparent and fit-for-purpose, and gives all parts of our community a voice
- Ensuring we are effective, consistent, and innovative in delivering projects and initiatives, in particular in partnerships
- Continuing to invest in “our people”, the IFLA Headquarters team, so they can respond to community needs and build for the future
- Developing and implementing a successful sustainability strategy that allows us to diversify funding and deliver on our goals

### **We know that we have succeeded if:**

IFLA's member and volunteer communities have a strong understanding of what IFLA is and can offer, and value this. We have a portfolio of successfully delivered projects, leading to long-term relations with funders and other partners, as well as a pipeline of opportunities. We have a dynamic and motivated HQ team, able to respond effectively and innovatively to community needs.

## Outcomes and measures of success

OUTCOMES OVER THE PERIOD OF THE STRATEGY	INDICATORS TO MEASURE SUCCESS
<b>IFLA is perceived as being a well-managed and valued membership organisation</b>	<ul style="list-style-type: none"> <li>▪ Level of understanding of what IFLA is and can offer, and value of being a member and/or volunteer</li> <li>▪ Organisational Key Performance Indicators (KPIs)</li> </ul>
<b>Greater engagement of IFLA members in governance processes</b>	<ul style="list-style-type: none"> <li>▪ Percentage of Members and Affiliates who use their right to nominate and vote in Elections and General Assembly</li> </ul>
<b>Greater portfolio of successfully delivered projects, leading to long-term relations with funders and other partners, as well as a pipeline of opportunities.</b>	<ul style="list-style-type: none"> <li>▪ Evidence of successfully delivered projects and future partnership opportunities</li> <li>▪ Number and intensification of strategic partnerships</li> </ul>
<b>IFLA has increasingly dynamic and motivated HQ team, able to respond effectively and innovatively to community needs</b>	<ul style="list-style-type: none"> <li>▪ Motivation and energy among the HQ team</li> <li>▪ Perceptions about HQ team among members and volunteers in terms of ability to respond effectively and innovatively to the needs of members and volunteers</li> </ul>
<b>IFLA has a sustainable outlook</b>	<ul style="list-style-type: none"> <li>▪ Organisational Key Performance Indicators (KPIs)</li> <li>▪ Perceptions about IFLA's sustainability among member and volunteers</li> </ul>

## IFLA Strategy 2024-2029



**International  
Federation of  
Library  
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