INTRODUCTION

The role and position of libraries is rapidly changing to match the growing influence of the Internet, the digitisation of knowledge, and the expanding impact of online social networking tools. To continue its role as the trusted global voice of the library and information community, the IFLA Strategic Plan sets out IFLA's strategic directions and goals for 2010-2015. It is a Strategic Plan to guide the governance and the entire activities of the IFLA organisation.

The Strategic Plan includes the Governing Board Key Initiatives that will be fundamental for IFLA's actions and achievements of the IFLA Community. The vision and mission statement firmly position IFLA as the leading international member organisation within the knowledge society of today, strengthening not only the library and information field, but also focusing on society as a whole by driving equitable access to information and knowledge for all and positioning libraries as a force for change.

Ingrid Parent, IFLA President 2011-2013

> IFLA works with its members, partners and other relevant strategic organisations and governments to fulfill its Strategic Directions.

CORE VALUES

In pursuing its strategic directions, IFLA embraces the following core values:

– 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, democratic and economic well-being;

– 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.

> ### VISION
> IFLA is the trusted global voice of the library and information community, and drives equitable access to information and knowledge for all.

MISSION

IFLA is the international organisation for library and information associations, institutions and librarians in the user communities they serve throughout the world.
To advance the interest of its members IFLA:

– furthers accessibility, protection, and preservation
– of documentary cultural heritage;
– supports a library and information profession
– which anticipates and responds to the needs of
– communities worldwide;
– drives high standards in library and information
– services and professional practice;
– encourages widespread understanding of the value
– and importance of high quality library and
– information services in the public, private and
– voluntary sectors;
– promotes libraries as vital institutions that enhance
– people's lives through equitable access to knowledge
– and information;

IFLA does this by creating strategic alliances; enhancing professional education; developing professional standards; disseminating best practices and advancing relevant scientific and professional knowledge.

> ### SCOPE OF THE IFLA STRATEGIC PLAN
>
> The IFLA Strategic Plan covers 2010-2015. The Governing Board sets the Key Initiatives every two years as part of its ongoing review of the Plan. All organizational units work in support of the Plan.

IFLA Strategic Plan 2010-2015

STRATEGIC DIRECTION

I. Empowering libraries to enable their user communities to have equitable access to information

Equitable access to information is a basic right for everyone. Libraries are the organisations in society that assist citizens to exercise their right to information. IFLA builds the capacity of libraries to fulfill this function.

Key Initiatives: 1-4

II. Building the strategic capacity of IFLA and that of its members

IFLA's membership is essential in building the strategic capacity of IFLA and that of its members to strengthen the role of libraries and library associations in the knowledge society worldwide.

Key Initiatives: 2, 3 & 4

III. Transforming the profile and the standing of the profession

To sustain and to strengthen the role of libraries in the knowledge society / digital age IFLA works continuously on transforming the profile and the standing of the profession.

Key Initiatives: 1, 2 & 4

IV. Representing the interests of IFLA's members and their users throughout the world

IFLA exists through and for its members and their users and acts as the global voice of libraries and library associations.

Key Initiatives: 1-4

GOALS

To improve access to information to stimulate the creation of knowledge, IFLA will focus its activities on:

- 1a   ensuring freedom to access information as a basic human right;
- 1b   advocating to ensure that access to information, ideas and works of imagination is fair and balances user needs with creators' rights;
- 1c   creating opportunities for all members of the community to participate fully in the information and knowledge society;
- 1d   enabling libraries to increase awareness among decision makers of the key role libraries play in advancing the information and knowledge society;
- 1e   promoting the preservation of information and knowledge to expand society's knowledge base;
- 1f   encourage the library and information sector to work with partners and users to maximise the potential of digital technology to deliver services that enable seamless and open access by users to cultural and information resources.

To maintain its capacity as a sustainable organisation that is building the capacity of its members, IFLA will focus its activities on:

- 2a   securing a robust and sustainable future for IFLA;
- 2b   being a global multilingual organisation, serving its members and the international library community in the seven official IFLA languages;
- 2c   meeting targets for strengthening our membership base;
- 2d   building strong library associations and institutions;
- 2e   stimulating a high degree of membership participation and engagement;
- 2f   building an active community of IFLA members that engages productively in the wider profession and society at large;
- 2g   gaining resources to ensure sustainability of our advocacy programme.

To advance the profession through the development of standards and the promotion of specialised knowledge within the professional practice, IFLA will focus its activities on:

- 3a   advancing professional knowledge through research and the activities of IFLA's community of practice;
- 3b   supporting collaborative efforts to assure development of high quality library and information services through training and strategic initiatives;
- 3c   developing, maintaining and adhering to the highest professional standards that support high quality practices;
- 3d   asserting credibility through endorsed policies, standards and wider evidence-based research that demonstrate libraries' benefit to society.

To be a global association that is inclusive of the cultural and linguistic diversity of its members without regard to citizenship, disability, ethnic origin, gender, geographical location, language, political philosophy, race or religion, IFLA will focus its activities on:

- 4a   building strategic alliances and partnerships to further the profession in the knowledge society;
- 4b   securing strong partnerships with relevant international organisations in the cultural and scientific world and in society;
- 4c   partnering with sister associations and organisations to extend IFLA's research and influence;
- 4d   stimulating and inititing activities to enable members to become advocates at local level for the value of libraries in their society;
- 4e   implementing an advocacy structure that includes the Presidential Programme.

Copyright reform in multi-stakeholder and multi-lateral settings

– Advocate within the World Intellectual Property Organisation (WIPO) domain for an endorsed instrument that provides legal certainty for:
  o a basic foundation of exceptions and limitations for libraries and archives in all countries that would benefit access to knowledge for library users in all WIPO member states;
  o the creation of accessible format works which may be transferred by libraries across borders as part of interlending services on behalf of users;
  o equitable access for library users while maintaining a balance between the rights of rights holders and library users.
– Advocate for and monitor implementation of the WIPO Marrakesh Treaty by both developing and developed countries, to improve access to information for those with visual impairments.
– Advocate for libraries within multi-lateral trade negotiations with the potential to impact on access to information, and exceptions and limitations for libraries.

In 2013 - 2014 priority will be given to:

– Monitor and engage in text and data mining developments as they impact on copyright reform and access to information.
– advocating on behalf of libraries and archives through the WIPO process, with the aim of convening a diplomatic conference on an international instrument for libraries by end 2014;
– Advocating to increase understanding by stakeholders at the national and regional level of the position taken by libraries and archives to copyright exceptions and limitations in the print and digital information environments;
– Monitoring and advocating for balanced copyright laws in the context of Transatlantic Trade & Investment Partnership (TTIP) and Trans Pacific Partnership Agreement (TPP) negotiations;
– Formation of a text and data mining (TDM) working group within the Committee on Copyright & other Legal Matters (CLM), to produce an IFLA position statement on TDM; building capacity for copyright advocacy at the national level to implement equitable copyright frameworks that benefit users and creators, through the CLM Copyright Learning Materials, and a program educating library and information professionals on advocacy tools.

Capacity Building Programme

Providing advocacy tools for libraries to engage in digital content developments at the national level.

Design and implement a capacity building program providing library & information professionals with tools to:
– advocate on issues affecting digital access to content, and services provided by libraries, at the national level
– communicate with their elected parliamentary representatives, policy makers and external stakeholders on issues affecting libraries
– raise awareness of information policy developments affecting libraries

Internet Governance

Advocate for the IFLA Position on Internet Governance within WSIS and IGF forums to raise awareness of the significant roles for the library and information sector in the public policy and development issues that are relevant to Internet governance; and IFLA's responsibilities as the moderator of two WSIS sub-themes, *Access to information* relating to 'Libraries and Archives' and *Cultural diversity and identity, linguistic diversity and local content* relating to 'Heritage'.

In 2013 – 2014 priority will be given to:

– participating in the IGF in international meetings by hosting workshops and seminars;
– participating in discussions arising out of the Vancouver Declaration and UNESCO Digital Roadmap;
– Delivering and promoting a privacy position statement, co-ordinated by FAIFE;
– participating in other UN related activities;
– monitoring internet governance matters including net neutrality, privacy, domain name registrations and surveillance as they impact on the role and services provided by libraries.

Open Access

Advocate for the adoption and promotion of open access policies and as set out in IFLA's Statement on Open Access, within the framework of international organisations and representative bodies; and within the IFLA member organisations.

In 2013 – 2014 priority will be given to:

- advocating for the adoption of open access policies at the national level, through the development of case studies and best practices for open access promotion;
- building capacity within the IFLA member organisations through utilising expertise within IFLA's professional units, including the development of case studies and best practices to support advocacy for open access.

IFLA Trend Report

Publish a Trend Report with the overall theme of "Access to digital information", focusing on the global digital environment / information society in which libraries will operate. The Report will provide an overview of recent developments, emerging trends and key challenges for access to digital information, and propose how these may have an impact on libraries and their users. The longer term aim for the report is that it be able to be updated every 2 – 3 years.

In 2013 – 2014 priority will be given to:

- launching the Trend Report in print [summary] and electronic and interactive formats in August at the IFLA WLIC 2013 in Singapore;
- promoting the IFLA Trend Report to IFLA members, and encouraging members to take up Trend Report discussions in their own region;
- harnessing the outcomes of these discussions on the trends.ifla.org platform;
- monitoring information trend developments to update the Trend Report platform;
- capitalising on other events and forums to widely promote the Trend Report.

eLending

Guided by the *IFLA Principles for eLending*, advocate for the availability of digital content, downloadable onsite at the library or remotely through online catalogues to develop a digital culture of reading that will benefit users, authors and publishers, and overcome a variety of technical, legal and strategic issues which are leading to concern, confusion and frustration for libraries and their users, publishers and authors.

In 2013 – 2014 priority will be given to:

- advocating the *IFLA Principles for eLending,* with a particular focus on Europe;
- promoting IFLA privacy guidelines that incorporate the relevant *Principles for eLending*;
- delivering an advocacy workshop through the Management of Library Associations Section to provide national associations with tools to advocate for favourable eLending terms in their country;
- investigating the implications of the digital first-sale doctrine.

Standards driving excellence

This Key Initiative 1 Activity will support programming for IFLA and its members who are working to provide effective, relevant, and timely standards and guidelines, and advocating their use by:

- Ensuring that procedures and a supporting framework (administrative and financial) are in place for maintaining and reviewing IFLA's standards and guidelines, and for the production of new standards and guidelines.
- Developing modes to disseminate standards and guidelines.
- Undertaking impact studies of IFLA standards and guidelines and reporting on them through a satellite meeting in 2015.
- Developing a strategy to promote how standards can be used in advocacy work by IFLA members, and investigating the potential of doing this through the BSLA training packages.

These actions will be carried out chiefly through the Standards Committee, with the guidance of the Professional Committee, through the GB's liaison representative to the Standards Committee. The Standards Committee will rely on support from across a large number of IFLA Professional Units to carry out the activities. Headquarters Staff will also assist with secretarial support, web page editing, and assistance with IFLA Library.

This Initiative has two components:

1. The IFLA International Leaders Programme, designed to create opportunities, within a structured and appropriately resourced programme, for emerging leaders to participate in IFLA's role in the international librarianship environment; the programme draws together existing and new opportunities, in partnership with IFLA's professional units and external organisations;

   ### In 2013 – 2014 priority will be given to:
   - practical applications for the Leaders Associates projects;
   - representation and advocacy opportunities for Leaders Associates;
   - impact assessment and review of the Programme.

2. The Building Strong Library Associations Programme (BSLA) offers a strategic and coordinated approach to capacity building and sustainability of library associations. The programme benefits associations, libraries, and their communities.

   ### In 2013 – 2015 priority will be given to:
   - capacity building projects at the regional level and with the additional aim to cascade capacity building at national levels within the region through 3 year programmes;
   - small projects designed by participants to generate innovation in association capacity building;
   - expanding the BSLA online platform to support regional collaboration.

Key Initiative 3: Outreach Programme for Advocacy and Advancement of the Library and Information sector: connecting, collaborating, representing strategically
[Meets Strategic Directions 1, 2, 4]

As the trusted global voice of the library and information community IFLA operates in the international information environment to advocate for its members and library users and much of its work in this capacity is outlined in its Key Initiatives

IFLA 'Blue Sky' project

The 'Blue Sky' project challenges IFLA to think creatively about how it can best actively engage in advocacy for libraries in a multi-stakeholder society and rapidly adapt to the environment in which the dynamics between civil society, the business sector, and governments are changing.

The project comprises investigating four components:

1. The Access Environment: underpinned by the IFLA Trend Report as a touchstone to consider the evolution of the access environment over the next five years;
2. The Advocacy Environment: within the context of the multi-stakeholder society developing traditional and non-traditional partnerships, alliances, and supporters, and utilising ICTs to achieve advocacy;
3. The Professional Environment: IFLA must maintain its role as the voice of the profession, and the guardian of professional values; and draw out the best from its community of professional expertise – its intellectual capital – through developing human capacity to advocate for its principles and policies;
4. The Organisational Environment: IFLA needs to be with, or ahead of the marketplace. To do this, IFLA needs a 'change culture' thinking across the organisation to reflect the values and skills that are becoming crucial in representative organisations operating in the current iteration of the multi-stakeholder society: accessibility; engagement; credibility/legitimacy; wide and varied membership and supporters; specialist expertise and alliances.

In 2013 – 2014 priority will be given to:

Investigating what a future-facing IFLA needs to look like and understand what processes should be put in place to outline a new organisational fit for IFLA that suits the needs of the changing information environment, and the new realities of multi-stakeholder interaction; the work of the other Key Initiatives and the findings of the IFLA Trend Report will inform this activity and assist in developing the 2016 – 2020 Strategic Plan.

Strategy for IFLA's Engagement in the UN Post-2015 Development Framework

The UN is currently reviewing both the Millennium Development Goals (MDGs) and the World Summit on the Information Society (WSIS), which includes the Internet Governance Forum (IGF).

Reports on the MDGs and WSIS are due to be delivered to the UN Secretary General in 2015. The findings of the reports on WSIS and the MDGs will contribute to the generation of a Post-2015 Development Agenda. The United Nations Economic and Social Council (ECOSOC) will oversee this process. IFLA has consultative status to ECOSOC. Representatives from governments, civil society, philanthropic organizations, academia and the private sector are being engaged in these various conversations, which will also examine the broader implications – for development cooperation – of a post-2015 development agenda.

IFLA's strategy for engagement in the process must be flexible and realistic, and able to react to emerging facts on the ground, particularly towards the end of 2014 and early 2015 as the review processes mature.

The Objectives of the Strategy are:

–   To ensure that any UN Post-2015 Development Framework recognises the role of access to information in supporting development;
–   To ensure that libraries are explicitly mentioned in any Post-2015 Development Framework as institutions that support development;
–   That the UN recognises the need to encourage the underpinning of the information framework that supports development – providing the networks, content and human resources – such as those found in libraries;

To achieve the Objectives IFLA will:

–   represent the international library community at relevant high-level meetings related to the Post-2015 development framework (ECOSOC, WSIS, MDGs) to advocate for the role of libraries as agents for development;
–   co-ordinate and submit libraries' input to relevant consultations and other activities;
–   contribute to the drafting of any post-2015 development framework and communicate outcomes to its membership and strategic partners;
–   build capacity amongst its membership to advocate for the role of libraries at a national level, so that members can encourage delegations to the UN to speak in support of libraries as agents for development;
–   prepare a Statement on Libraries and Development which is a clear statement on the role of libraries in a development context to underpin IFLA's advocacy efforts. This statement will be broad and high-level, but with specific reference to the development of the post-2015 framework;
–   prepare a major public statement on the role of libraries in a post-2015 development framework to be issued on the occasion of the IFLA WLIC 2014 in Lyon. This statement can be more specific in relation to proposed elements of the framework as more concrete work is carried out on it over the next 12 months.

Key Initiative 4: Cultural Heritage Disaster Reconstruction Programme: Culture is a basic need, a community thrives through its cultural heritage, it dies without it
[Meets Strategic Directions 1, 3, 4]

In 2013 – 2015 priority will be given to working with strategic partners to develop a Risk Register for documentary heritage in areas at risk from natural disasters or conflict; with the broader aim of being compatible with the Blue Shield (ICBS) and UNESCO activities in this area.

Please refer to the IFLA website for regular updates