

**The African Library and Information  
Associations and  
Institutions (AfLIA)**

**Strategic Plan**

**2020-2025**

**2<sup>nd</sup> August 2019**

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## AfLIA Strategic Foundations: Vision, Mission & Values

### Vision

The trusted voice of the African library and information community in Africa’s development.

### Mission

To lead, empower and be a platform for the library and information community to actively promote and drive development agenda through dynamic and innovative services to transform livelihoods in Africa.

### Values

The values which will guide AfLIA’s operation and assist in creating the culture that supports this strategic implementation are:

Value Name	Principles
Professionalism and Inclusivity	<p>Maintaining excellence in leadership, teamwork and high standards in information delivery.</p> <p>An acknowledgement and appreciation of African multiculturalism and working towards a common purpose and shared heritage.</p> <p>Integration of the vulnerable and marginalized into society through recognising their needs for effective information provision.</p>
Integrity, Transparency and Accountability	<p>Integrity, Transparency and Accountability entails being trustworthy, honest, ethical, and credible and maintaining humility in conduct.</p>
Innovation and Creativity	<p>Proactively promoting entrepreneurial and transformational leadership.</p> <p>Enhancing decision making, stimulating creative works and innovative library and information services</p>
User Focused	<p>User focused entails offering quality, timely, efficient and effective services to the user community.</p> <p>Engaging, collaborating and partnering with the user community and other stakeholders.</p>
Information as a Human Right	<p>Access to information as a human right entails upholding and protecting the principles of freedom of access to information, Use and freedom of expression.</p>

## AfLIA Strategic Themes, Goals and Actions

The following strategic themes provide focal areas up to the year 2025, to enable AfLIA to effectively execute its mandate as well as pursue its vision. AfLIA’s intentions under those themes are expressed in the form of strategic goals for the plan period. Given the picture painted through the SWOT analysis and consensus current reality (i.e. AfLIA agreed internal and external environmental picture), the following strategic actions were also agreed.

Strategic Theme	Strategic Goal	Strategic Actions
1. Governance	To establish and strengthen structures and systems to enable effective and efficient running of the association	<ol style="list-style-type: none"> <li>1. Strengthen AfLIA as an organization</li> <li>2. Enhance internal and external communication within AfLIA and stakeholders.</li> <li>3. Strengthen AfLIA Library type Sections</li> </ol>
2. Access to Information	To enhance accessibility, Use, protection and preservation of information and cultural heritage.	<ol style="list-style-type: none"> <li>1. Support programs that ensure effective access to information.</li> <li>2. Enhance the Information and Communication Technology (ICT) capacity of Libraries in Africa</li> <li>3. Provide support and advice to libraries towards enhancing the protection and preservation of Oral, Documentary and Cultural Heritage throughout Africa.</li> <li>4. Provide best practices on professional practices.</li> <li>5. Strengthen libraries to support the development agenda</li> <li>6. Organise Library Summits for information and knowledge sharing.</li> <li>7. Support enactment of policies and guidelines for robust access and use of information.</li> </ol>
3. Sustainability	<p>To ensure sustainable growth of AfLIA.</p> <p>a. Membership- to build a strong network of Associations and Institutions.</p> <p>b. Human Resource – to build a strong and dynamic professional hub responding to evolving trends in the Library field.</p> <p>c. Funding - to build a strong financial base.</p>	<ol style="list-style-type: none"> <li>1. Establish a team to implement Marketing and Advocacy plan to attract and retain members</li> <li>2. Provide relevant member services including networking and mentoring.</li> <li>3. Establish a core team of professionals to track and integrate relevant trends in the profession and allied areas into the body of knowledge accessible to the African Library community.</li> <li>4. Enhance existing financial management systems.</li> <li>5. Judicious use of existing funds</li> <li>6. Establish a team to facilitate and raise funds.</li> <li>7. Identify new funders and strengthen relationship with existing ones.</li> <li>8. Develop entrepreneurial strategies to mitigate potential economic realities.</li> </ol>

Strategic Theme	Strategic Goal	Strategic Actions
4. Innovative Thinking	Innovation - to promote creativity and innovation in professional practice.	1. Develop a framework for encouraging innovation in professional practice and engagement with stakeholders
5. Capacity Building	To support human, organizational and infrastructural development of the library and information profession and services.	1. Develop and implement capacity building programs 2. Develop and implement a project plan for building strong libraries and library associations
6. Partnership and Collaboration	Position libraries as catalysts in achieving the Global, Continental and National development agenda.	1. Strengthen AfLIA's collaboration with National and International Associations. 2. Forge and maintain links with agencies, development partners, other relevant organizations and associations. 3. Develop a framework for partnership and collaboration for all library types in Africa.

## Strategic Objectives, Measures, Targets, Milestones, Responsibility and Accountability.

The following are the AfLIA strategic objectives, milestone, measures, targets, completion date, responsibility and accountability role assignment. The strategic objectives are linked to the strategic themes and strategic goals.

Balance Score Card Levers – (BSCL)	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
Learning and Growth	1. To establish and strengthen structures and systems to enable effective and efficient running of the association  <b>(Governance)</b>	1.1 Strengthen AfLIA as an organization	1a. Review existing and develop new governance documents at all levels	Reviewed and new governance documents available on website	100% by 31 December 2022	Governing Council RES: Executive Director
		1.2 Enhance internal and external communication within AfLIA and stakeholders.	1.2a. Establish and enhance platforms to enable effective and efficient communication amongst members in all Sections. (e.g. Zoom, WhatsApp, Telegram, Google Hangout etc.)	Additional and new interactive platforms and spaces for members in each Section.	50% by December 2020  100% by December 2025	AC: Executive Director RES: Communications Team
			1.2b. Enhance efficient communication channel between Secretariat and Members as well as with the Stakeholders	Additional and new interactive communication channels by Secretariat for members as well as with the Stakeholders	100% by December 2020	
		1.3 Strengthen AfLIA Library type Sections	1.3a. Assist Library type Sections to create a 5-year action plan	Action plan for each Section	100% by June 2020	AC: Executive Director RES: Program Officer
			1.3b. Secretariat supports the implementation of Sections Action Plans	Actions including current list of existing and potential Members, guidelines, policy for online / face-to-face trainings	100% by December 2025	

Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
Customer/ Stakeholder	2. To enhance accessibility, Use, protection and preservation of information and cultural heritage.  <b>(Access to Information)</b>	2.1 Enhance the Information and Communication Technology (ICT) capacity of Libraries in Africa	2.1a. Assess the current ICT status in all libraries in Africa	ICT status of libraries assessed	50% by December 2021 100% by December 2025 (on-going)	AC: Executive Director RES: Director of Research/ Program Officer
			2.1b. Develop basic guidelines for appropriate technologies for libraries.	Guidelines for appropriate technologies for libraries published	100% by December 2020	
			2.1c. Organize 5 training sessions (one for each region) to sensitize professionals on emerging technologies such as research data management, Library Management Systems, open access publishing and discovery tools	Number of library personnel sensitized on emerging technologies	100% by 31 December 2022	C: Executive Director  RES: Director of Training/ Program Officer
		2.2 To enhance accessibility use and management of library resources in member libraries	2.2a. Training members on information retrieval skills	Number of members trained	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Director of Research / Program Officer
			2.2b. Come up with a union information literacy skills curriculum	Information Literacy Skills curriculum published	100% by 31 December 2020	AC: Executive Director RES: Director of Training / Chair: Education and Training Institutions
			2.2c. Compile a digital Literacy Manual that will be shared with all Section members.	Digital Literacy Manual published	100% by 31 December 2020	AC: Executive Director RES: Director of Training / Program Officer
			2.2d. To conduct webinars on the use of free Educational and Library Resources.	Number of webinars on free educational and Library resources organized	100% by 31 December 2025 (on-going)	AC: Executive Director RES: Director of Training/Communication Team/Relevant Section Chairpersons

Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
			2.2e. To encourage all member institutions to establish, register and campaign for the use of their institutional repositories.	Number of Institutional repositories established, registered and being used	100% by 31 December 2023 (on-going)	AC: Executive Director RES: Director of Research/Relevant Section Chairpersons
		2.3 Provide support and advice to libraries towards enhancing the protection and preservation of Oral, Documentary and Cultural Heritage throughout Africa.	2.3a. Create a working group to develop policies / guidelines on protection and preservation of Oral, Documentary and Cultural Heritage, and drive them.	Working group created.  Policies /guidelines developed and approved.  Adoption of policies and guidelines by Libraries and training institutions	100% by 30 January 2020  100% by 30 April 2020  50% of member libraries by 31 December 2022 100% by 31 December 2025 (on-going)	AC: Governing Council RES: Executive Director  AC: Governing Council/ Executive Director RES: Program Officer  AC: Governing Council/ Executive Director RES: Chairperson of Training Institution / Chair of Working Group/ Program Officer
			2.3b. To run promotions geared towards preserving Oral, Documentary and Cultural Heritage across the continent such as “mythesisprecious” for creating awareness on thesis, dissertations and other scholarly and literary works.	Publicity materials developed  Number of promotions done	100% by 30 June 2020  100% by 30 June 2025(On-going)	AC: Executive Director RES: Communication Team/ Relevant sections/ Working Group
			2.3c. Provide support to libraries for repackaging of information resources into indigenous African languages.	Number of repackaged information resources  Number of information resources available in indigenous languages	100% by 30 June 2025(On-going)  100% by 30 June 2025(On-going)	AC: Executive Director RES: Communication Team/ Relevant sections/ Working Group/ Director of Training /Director of Research



Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
		2.4 Information and knowledge sharing at Library Summits.	2.4a Organize Library Summit and pre-conferences every two years.	Number of Library Summit organized.	3 Library Summits by 30 December 2025	AC: Governing Council RES: Secretariat/ Library Sections
		2.5 Support enactment of policies and guidelines for robust access and use of information.	2.5a Work with relevant organisations to make input for the enactment and review of policies and guidelines that affect access and use of information	Favorable policies and guidelines for access and use of information	100% by 31 December 2025 (On-going)	AC: Governing Council RES: Executive Director /Program Officer
		2.6 Support programs that ensure effective access to information.	2.6a. Promote and support development of national libraries in all countries to provide leadership in access to information	Countries encouraged to establish National Libraries.	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Chairperson National Libraries Section/ Secretariat
			2.6b. Organise and support programs that ensure effective access to information	Programs for effective access to information implemented	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Director of Training/Programs Officer /Relevant Sections
		2.7 AfLIA to support all African countries to embrace the principles of freedom of access to information in partnership with relevant bodies	2.7a. Review AfLIA's freedom of access to information and expression statement	Reviewed statement Published	100% by 30 June 2020	AC: Executive Director RES: Director of Research/Programs Officer
			2.7b. Advocacy with Libraries to disseminate the principles of freedom of access to information to support development	Advocacy outreaches done	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Secretariat/National Library Associations

Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
Financial	3. To ensure sustainable growth of AfLIA.  <b>(Sustainability)</b>	3.1. To build a strong membership and network of Library Associations and Institutions.	3.1a Establish a team to implement Marketing and Advocacy plan to attract and retain members	Team to implement marketing and Advocacy plan established.	Done by 31 March 2020	AC: Executive Director RES: Membership Officer/ Chairpersons of Sections/ Advocacy and Marketing Group/ Communication Team
			3.1b identify and invite through various channels, Library Associations and Institutions to take up AfLIA membership	Number of potential member Library Associations and Institutions identified and reached	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Membership Officer/ Chairpersons of Sections
			3.1c Develop and execute membership services including networking and mentoring.	Establish a mentoring system.  Discounted conference registration fees.  Receiving monthly newsletters and other communications via various media.  A scholarly peer reviewed Open Access Library and Information Science Journal backed by high standard editorial board	100% by 31 December 2025 (On-going)   100% by 30 June 2020	AC: Executive Director RES: Secretariat   AC: Executive Director RES: Editorial Board /Communication Team / Webmaster
		3.2. Build a strong and dynamic professional Human Resource Hub responding to evolving trends in the Library field	3.2a Establish a core team of professionals to track and integrate relevant trends in the profession and allied areas into the body of knowledge accessible to the African Library community.	Core team of professionals established and work commences.	100% by 31 December 2025 (Ongoing)	AC: Executive Director RES: Director of Research/Communication Team / Relevant Sections

Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
		3.3 Funding - to build a strong financial base	3.3a Develop strategies to diversify income streams.	Multiple income streams strategies developed.	100% by 31 December 2025 (Ongoing)	AC: Executive Director RES: Accountant
			3.3b Enhance existing financial management systems.	Financial management systems enhanced	100% by 31 December 2020	AC: Executive Director RES: Accountant
			3.3c Judicious use of existing funds	Plans established and implemented.  Team established.	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Accountant
			3.3d Establish a team to facilitate, raise funds and other resources.	Fund-raising activities including 100 major ones done.  Resources solicited and received	100% by 30 January 2020  25% by 31 December 2021 50% by 31 December 2023 100% by 31 December 2025	AC: Governing Council RES: Executive Director  AC: Governing Council RES: Governing Council/Secretariat /Fund Raising Group
			3.3e Identify and seek support from new funders/donors and strengthen relationship with existing ones	Number of new funders and donors identified  Support received from new and existing funders/donors	100% by 31 December 2025 (On-going)	AC: Governing Council RES: Governing Council/Secretariat /Fund Raising Group
			3.3f Train section members, Council and AfLIA staff on the use of Fundraising software including Salesforce for stakeholder engagement.	Number of training conducted	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Director of Training/ All Sections/ Accountant
			3.3g Develop entrepreneurial strategies to mitigate potential economic realities.	Potential economic shock absorbing strategies developed	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Accountant

Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
Customer / Stakeholder	4. Promote creativity and innovation. <b>(Innovative Thinking)</b>	4.1 Facilitating mindset change of Librarians in Africa and user communities for creativity and innovation and engagement with stakeholders	4.1a Develop and implement a framework for encouraging innovation and creativity in professional practice and engagement with stakeholders.	Framework developed and published.	100% by 31 December 2021	AC: Executive Director RES: Directors of Training and Research /Program Officer / Communication Team
				Framework implemented	100% by 31 December 2025 (On-going)	
		4.1b Establish platforms and spaces for ideation, ideas sharing and showcasing of innovation and creativity in professional practice.	Platforms and spaces created.	100% by 31 December 2021	Ideas created and shared	
		4.2 Engendering innovative and creative thinking in AfLIA as an organization	4.2a Develop and implement a dynamic framework for innovative and creative thinking in AfLIA as an organization	Framework developed and published Framework implemented	100% by 30 June 2020 100% by 31 December 2021	AC: Executive Director RES: Directors of Training and Research /Program Officer / Communication Team
Customer/ Stakeholder	5. To support human, organizational and infrastructural development of the library and information profession and services. <b>(Capacity Building)</b>	5.1 Develop and implement capacity building programs for all types of libraries	5.1a Develop a plan for training for all types of libraries including continuous professional development (CPD)	Plans for capacity building programs developed for all library types	100% by 30 June 2020	AC: Executive Director RES: Directors of Training and Research /Program Officer
			5.1b Implement the plan for training for all library types in Africa	Plans for training implemented	100% by 31 December 2025 (On-going)	
			5.1c Monitor and Evaluate training programs.	Number of capacity building programs for all types of libraries developed and implemented	50% by 31 December 2023 100% by 31 December 2025 (On-going)	

Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
		5.2 Develop and implement a project plan for building strong libraries and library associations	5.2a Conduct needs Assessment and discuss outcomes with Associations	Needs Assessment done and outcomes discussed with Associations	100% by 31 December 2020	AC: Executive Director RES: Directors of Training and Research /Program Officer /Relevant Sections
			5.2b. Develop and implement plan	Plan developed.  Plan implemented	100% by 30 June 2021  100% by 31 December 2025 (On-going)	
			5.2c Develop and implement leadership training program for Presidents and President-elects of National Library Associations	Leadership training program developed and implemented	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Directors of Training and Research /Program Officer /Library Association Section
			5.2d Monitor and evaluate implementation of the plan and program	Plan and program Implementation monitored and evaluated	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Directors of Research / Relevant Sections/ Program officer
		5.3 Build the capacity of national and public libraries to deliver on the development agenda.	5.3a Assessment of current status, legal and policy framework, models of practice, human and infrastructural capacity	Assessment done and used to develop intervention programs	100% by 30 June 2020	AC: Executive Director RES: Directors of Training and Research /Program Officer /Public and Community Section/ National Libraries Section
			5.3b Develop, implement, monitor and Evaluate intervention programs	Intervention programs developed.  Intervention programs implemented  Number of national and public libraries whose capacity have been developed to deliver on the development agenda	100% by 31 December 2020  100% by 31 December 2025 (On-going)	

Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
		5.4 Provide guidelines for structural development of Library Sections of AfLIA.	5.4a Solicit input from all Library Sections	Input received.	100% by 30 June 2020	AC: Executive Director RES: Directors of Research /Program Officer/ All Sections
			5.4b Develop framework and implement guidelines	Framework developed	100% by 30 March 2021  100% by 31 December 2025 (On-going)	
		5.5 Promote activities to inspire creative thinking and entrepreneurial culture in African Libraries	5.5a Develop and implement training programs	Guidelines implemented Training programs developed  Training programs implemented	100% by 30 June 2020  100% by 31 December 2025 (On-going)	
		5.6 Provide support to strengthen Library Training Institution programs	5.6a Assessment of curriculum, human and infrastructural capacity.	Assessment forms sent out and received.	100% by 30 September 2020	AC: Executive Director RES: Directors of Research /Program Officer /Lib. Education and Training Section
			5.6b Solicit input for development of guidelines.	Input sought for and received	100% by 30 September 2020	
			5.6c Develop and implement guidelines.	Guidelines developed	100% by 30 March 2021	
			5.6d Monitor and evaluate adoption of guidelines	Number of Library schools that have adopted the guidelines	100% by 31 December 2025 (On-going)	

Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
Internal Core Business Processes	6. Position libraries as catalysts in achieving the Global, Continental and National development agenda  <b>(Partnership and Collaboration)</b>	6.1 Strengthen AfLIA's collaboration with National and International Associations and Institutions.	6.1a Create and maintain a database of associations and institutions.	Database created and updated	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Web Master / Membership Officer and All Sections
			6.1b Develop a toolkit for stakeholder engagement.	Toolkit developed	100% by 31 December 2021	AC: Executive Director RES: Research/ Web Master / Program Officer/ All Sections
			6.1c Develop and execute membership services to strengthen relationships with library associations and institutions	Membership services developed and executed	100% by 31 December 2025 (On-going)	AC: Executive Director RES: Secretariat/ All Sections
		6.2 Forge and maintain links with Agencies, development partners, other relevant organizations and Associations.	6.2a Pursue affiliation with UNECA and other related agencies and development partners	Affiliation obtained	100% by 31 December 2025 (On-going)	AC: Governing Council RES: Executive Director/ Secretariat
			6.2b Create and maintain a database of strategic partners and stakeholders	Database of strategic partners and stakeholders created	100% by December 2021	AC: Executive Director RES: Research / Web Master
			6.2c Sign a Memorandum of understanding with relevant identified partners and stakeholders	Memorandum of understanding signed with relevant identified partners /stakeholders	100% by 31 December 2025 (On-going)	AC: Governing Council RES: Executive Director
		6.3 Strong Partnership and collaboration among library types in Africa	6.3a Develop and implement a framework for partnership and collaboration	Framework for partnership and collaboration developed.	100% by December 2020	AC: Executive Director RES: Secretariat/Relevant partners
				Framework implemented	100% by December 2025 (ongoing)	

Balance Score Card Levers	Strategic Goal	Strategic Action	Activity	Measure	Milestone/ Completion Date	Accountability (AC) Responsibility (RES)
		6.4 Position library Agenda at all regional economic bodies	6.4a Prepare a concept paper for advocacy.	Concept paper developed	100% by January 2020	AC: Executive Director RES: Secretariat/Relevant partners
			6.4b Formulate and implement advocacy plan	Advocacy plan formulated  Advocacy plan implemented	100% by May 2020  100% by December 2025 (ongoing)	
		6.5 Support realization of 2015 Cape Town Declaration, 2018 Durban Communique of African Ministers responsible for Libraries, AU Agenda 2063 and United Nations Agenda 2030.	6.5a Establish a development agenda working group	Working group established.	100% by January 2020	AC: Governing Council RES: Executive Director
			6.5b Develop and implement intervention plan	Intervention plan developed  Intervention plan implemented	100% by June 2020  100% by December 2025 (ongoing)	AC: Executive Director RES: Directors of Research and Training /Program Officer/ Web Master/Working Group