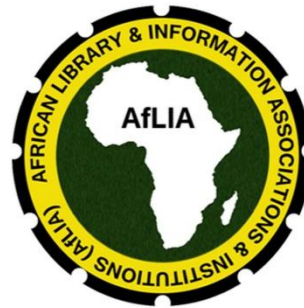


The African Library and Information Associations and Institutions (AfLIA)



Strategic Plan 2025-2030

August 2025

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Introduction

The African Library and Information Associations and Institutions (AfLIA) is the trusted voice for the library and information sector in Africa. Since its founding in 2013, AfLIA has played a key role in supporting libraries to contribute meaningfully to education, research, community development, social interactions and lifelong learning across the continent. As the world continues to experience rapid changes driven by digital technologies, shifting development and socio-economic priorities, and the need for inclusive access to knowledge, AfLIA is positioning itself to lead and support African libraries to adapt, thrive and positively impact their user communities.

This Strategic Plan (2025–2030) builds on the achievements of previous plans and reflects on insights gathered from member consultations, regional trends, and global priorities including the UN Sustainable Development Goals and the African Union’s Agenda 2063. It outlines AfLIA’s vision and provides a clear roadmap through key strategic themes, goals, and practical actions. The plan is also a call to strengthen and forge partnerships, grow the profession, and ensure libraries remain central to Africa’s social, cultural, learning and digital transformation.

Strategic Foundations: Vision, Mission & Core 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 for transformation of livelihoods in Africa.

Values

The professional values that guide our operations and assist in creating the culture that supports implementation of our strategy are:

Value	Principles
Professionalism and Inclusivity	<ul style="list-style-type: none">Maintaining excellence in leadership, teamwork and high standards in information delivery.Acknowledging and appreciating African multiculturalism, linguistic diversity and working towards a common purpose and shared heritage.Integrating the vulnerable and marginalized into society through recognising their needs for effective information provision.
Integrity, Transparency and Accountability	<ul style="list-style-type: none">Being trustworthy, honest, ethical, and credible while maintaining humility in conduct.

**Innovation and
Creativity**

- ✚ Proactively promoting entrepreneurial and transformational leadership.
- ✚ Enhancing decision-making, stimulating creative works, and innovative library and information services.

User Focused

- ✚ Offering quality, timely, efficient, and effective services to the user community. - Engaging, collaborating, and partnering with the user community and other stakeholders.

**Information as a
Human Right**

- ✚ Upholding and protecting the principles of freedom of access to information, use, and freedom of expression.
-

Strategic Themes, Goals and Rationale

The strategic themes outlined below represent AfLIA's focus areas up to the year 2030. These themes are designed to help AfLIA deliver on its mission and move closer to its vision in a structured and impactful way. For each theme, clear strategic goals have been defined to guide the organization's priorities and initiatives over the next five years.

These goals and actions are informed by AfLIA's SWOT analysis and reflect a shared understanding of the internal strengths and challenges, as well as the external opportunities and risks shaping the library and information landscape in Africa. Together, they provide a focused roadmap to strengthen AfLIA's leadership, expand its reach, and enhance the value it delivers to its members and stakeholders across the continent.

Strategic Theme	Strategic Goal	Rationale
Leadership and Governance	Strengthen governance structures and systems, and enhance effective leadership in the library sector	To strengthen governance systems and build skilled leaders for innovation and sustainability in library services.
Capacity Building and Professional Development	Provide accredited certificate programmes and other on-demand training modules for library professionals	To offer certified training programmes widely recognised for career advancement and promote continuous professional development through accessible and flexible learning opportunities for all members
Digital Transformation	Promote and support the use of digital transformation tools for knowledge development and African cultural heritage	To modernise library operations, preserve and promote access to knowledge and African cultural heritage

Advocacy and Policy Engagement	Develop relevant policies and frameworks for national and regional consideration and adaptation	To harmonise standards and policies that support library development and access to information
	Increase public awareness of the role of libraries in contemporary development	To increase public and stakeholder support for initiatives
Research and Knowledge Sharing	Research to support development and access to knowledge	To encourage evidence-based practice and innovation in the sector
Financial Sustainability	Develop a diversified fundraising strategy and increase donor engagement	To ensure long-term financial stability and increased membership
	Build capacity in grant writing and financial management	To improve access to funding and effective resource utilization
Membership and Operational Sustainability	Implement a member engagement strategy to increase enrolment and retention	To align with member, national and global sustainability goals of the sector
Collaboration and Integration	To facilitate cross-border library initiatives and joint programmes	To promote integration and shared learning
	To develop multi-lingual resources and services to reflect Africa's linguistic diversity	To ensure inclusivity and accessibility for all communities

Activities, Expected Outcomes, Key Performance Indicators, Milestones, Progress, and Responsibility

The table below outlines AfLIA's strategic activities along with their expected outcomes, key performance indicators (KPIs), milestones, progress status, and responsible individuals. Each activity is directly linked to AfLIA's strategic themes, goals, and rationale, and is intended to guide implementation, track progress, and ensure accountability throughout the plan period.

Strategic Theme	Strategic Goal	Rationale	Activities	Expected outcome	Key Performance indicators	Milestones	Progress A	Progress B	Responsibility
1. Leadership and Governance	Strengthen governance structures and systems, and to enhance effective leadership in the library sector	To strengthen governance systems and build skilled leaders for innovation and sustainability in library services	1. Develop advocacy and related policies for improved governance.	3 policies developed	Number of policies	3 policies developed by 31 Dec 2026	1 policy developed by 31 Dec 2025	3 policies developed by 31 Dec 2026	Executive Director (L), Research Coordinator, HCDT Director, Programme Officer
			2. Develop guidelines for the position of Heads of Libraries	1 guideline developed	Number of guidelines developed	Guidelines developed by 31 st July, 2026	1 guideline developed by 31 st July. 2026		Executive Director (L)Research Coordinator Communications Officer
			3. Circulate annual report to members and relevant stakeholders	5 annual reports circulated among membership	Number of annual reports shared with membership	1 annual reports shared with membership by 30 April: 2026, 2027, 2028, 2029, 2030	Annual report initiated by 31 Jan of every year	Annual report completed and shared by 30 April of every year	Accountant (L), Executive Director
			4. Develop curriculum and run 4 tailored leadership programmes for	3 curricula developed, 400 people trained	Number of curricula developed	1. Development of 3 curricula by 30 June 2026	1 curricula developed by 31 Dec 2025	3 curricula developed by 30 June 2026	HCDT Director (L), Research Coordinator, Programme Officer

			library leaders in Africa		Number of people trained	2. Run 2 leadership development programmes by 31 Dec 2027	1 leadership training programme by 31 Dec 2026	2 leadership training programmes by 31 Dec 2027	HCDT Director (L), Research Coordinator, Programme Officer
						3. Run the final #2 leadership development programmes by 31 Dec 2029	3 leadership training programmes by 31 Dec 2028	4 leadership training programmes by 31 Dec 2029	HCDT Director (L), Research Coordinator, Programme Officer
Strategic theme	Strategic Goal	Rationale	Activities	Expected outcomes	Key Performance Indicators	Milestones	Progress A	Progress B	Responsibility
2. Capacity Building and Professional Development	Provide accredited certificate programmes and other on-demand training modules for library professionals	To offer certified training programmes widely recognised for career advancement and promote continuous professional development through accessible and flexible learning opportunities for all members	1. Engage with academic institutions, accreditation bodies, and professional councils and other relevant bodies to assess and secure accreditation pathways for AfLIA's learning programmes	Relevant bodies engaged and accreditation secured	Number of relevant bodies engaged, number of accreditations secured	1 course accredited by 31 Dec 2029	Engagement with relevant bodies initiated by 31 Dec 2025	1 course accredited by 31 Dec 2029	HCDT Director (L), Research Coordinator, Programme Officer

		2. Deliver programmes (accredited and on-demand training modules)	2.1 accredited programme delivered, 7 on-demand training modules delivered	Number of accredited programmes delivered, number of on-demand training modules delivered, number of persons trained	300 persons trained via on-demand module programmes by 31 Dec 2029	200 persons trained via on-demand module programmes by 31 Dec 2028	200 persons trained via on-demand module programmes by 31 Dec 2028	300 persons trained via on-demand module programmes by 31 Dec 2029	HCDT Director (L), Research Coordinator, Programme Officer
						300 persons trained by 31 March 2030	25 persons trained via accredited programmes by 31 Dec 2027	50 persons trained via accredited programmes by 31 Dec 2029	
		3. Establish and support special interest groups (SIGs) within AfLIA for peer learning and exchange of ideas	Number of special interest groups (SIGs) established	7 special interest groups (SIGs) established	2 special interest groups established by 31 July 2026	2 special interest groups established by 31 July 2026		Executive Director (L), Director of HCDT, Programme Officer	
				4 special interest groups established by 31 July 2027	4 special interest groups established by 31 July 2027				
				7 special interest groups established by 31 March 2030	7 special interest groups established by 31 March 2030				
		4. Provide scholarships and grants for advanced learning in Open Science	1 fully-funded sponsorship provided for advanced learning	Fully-funded sponsorship provided for advanced learning	Recruitment of 1 candidate for a sponsored postgraduate study in open science by 31 Dec 2025	Selection process completed by 30 Sept 2025	Scholarship award by 30 Dec 2025	Executive Director (L), Director of HCDT, Accountant, Research Coordinator	
					Graduation of #1 sponsored candidate by 30 June 2029	Candidate graduates by 30 June 2029			
		5. Host regular webinars and expert panels	40 webinars organised	Number of webinars	8 webinars organised yearly by 30 June: 2026,	20 webinars by 30 June 2028	40 webinars by 30 March 2030	Director of HCDT (L), Programme Officer, Membership	

						2027, 2028, 2029 and 2030			Officer, Research Coordinator
Strategic theme	Strategic Goal	Rationale	Activities	Expected outcomes	Key Performance Indicators	Milestones	Progress A	Progress B	Responsibility
3. Digital transformation	Promote and support the use of digital transformation tools for knowledge development and African cultural heritage	To modernise library operations, preserve and promote access to knowledge and African cultural heritage	1. Advocate for digital transformation in libraries	1 report on the state of digital transformation in Africa	Number of reports	1 research report published	Research initiated by 1 Jan 2026	Research report published by 31 March 2026	Research Coordinator (L) HCDT Director, Programme Officer
				Engagement with policymakers	Number of policy makers engaged	3 policy maker engagements	1 policy maker engagement completed by 30 June 2026	3 policy makers' engagement completed by 30 June 2029	
			2. Organise training programmes to build digital skills for librarians	4 training programmes implemented	Number of training programmes implemented	2 training programmes organised	1 training programme organised by 31 March 2026	2 training programmes organised by 30 Dec 2026	HCDT Director (L), Research Coordinator, Programme Officer
						4 training programmes organised	3 training programmes organised by 31 May 2027	4 training programmes organised by 31 May 2028	
			3. Design instruments and templates that support the collection and digitisation of indigenous knowledge, oral histories, archives, and cultural content.	2 of the instruments and templates designed	Number of instruments and templates designed	2 instruments and templates drafted for review by 30 March 2026	instruments and templates drafted by 30 Dec 2025	2 instruments and templates submitted for review by 30 March 2026	Research Coordinator (L), Programme Officer, HCDT Director
						2 instruments and templates finalised and published by 30 March 2027	1 instrument and template finalised and published by 30 Sept 2026	2 instruments and templates finalised	

								and published by 30 March 2027	
			4. Investigate available indigenous knowledge resources in Africa, identifying opportunities for ethical curation, digitisation, and community-driven access.	1 research report and journal article published	Number of research reports and peer-reviewed articles	Data collection and analysis initiated by 30 April 2026 Draft report and manuscript completed by 30 Dec 2026 Research report and article published by 30 May 2027	-	-	Research Coordinator (L), Programme Officer, HCDT Director
			5. Develop and implement a training module on cybersecurity, responsible data use, and digital privacy in library systems	1 training module developed, 100 persons trained	Number of training module developed, number of persons trained	Training module developed by 30 August 2028 Training module implemented by 30 Aug 2029	Development of the training module initiated by 1 Jan 2028 Selection of training participants by March 2029	Development of training module completed by 30 Aug 2028 1 training module implemented by 30 Aug 2029	HCDT Director (L), Research Coordinator, Programme Officer
Strategic theme	Strategic Goal	Rationale	Activities	Expected outcomes	Key Performance Indicators	Milestones	Progress A	Progress B	Responsibility
4. Advocacy and policy engagement	Develop relevant policies and frameworks for national and regional consideration and adaptation	To harmonise standards and policies that support library development and	1. Consult and develop a continent-wide library policy template for state-level consideration.	Policy template developed	Number of policy templates	Completion of consultation by 1 July 2026	Consultation initiated by 1 March 2026	Completion of consultation by 1 July 2026	Executive Director (L), Research Coordinator Programme Officer

		access to information							
			2. Develop policy briefs to promote the integration of cybersecurity, data protection, and responsible digital practices in national and institutional LIS policies.	3 policy briefs developed and published	Number of policy briefs developed	3 policy briefs developed and published by 30 April 2027	1 policy brief developed by 1 Jan 2027	3 policy briefs developed by 30 April 2027	Communication Officer (L) HCDT Director IT Administrator
			3. Promote the establishment of institutional repositories and open access policies.	Institutional repositories established , open access policies developed	Number of institutional repositories established, number of open access policies developed	At least one open access policy template developed for adoption by March 2028	-	-	HCDT Director, Research Coordinator, Programme Officer
	Increase public awareness on the role of libraries in contemporary development	To increase public and stakeholder support for initiatives	1. Strengthen existing and forge new collaborations with relevant stakeholder groups	Existing MoUs strengthened, new collaborations forged	Number of new MoUs signed, # of existing MoUs renewed	4 existing partnerships renewed and 4 new partnerships formalised by Sept 2029	4 existing partnerships renewed by Dec 2027	4 new partnerships formalised by Sept 2029	Executive Director (L) HCDT Director
Strategic theme	Strategic Goal	Rationale	Activities	Expected outcomes	Key Performance Indicators	Milestones	Progress A	Progress B	Responsibility
5. Research and Knowledge Sharing	Research to support development and access to knowledge	To encourage evidence-based practice and innovation in the sector	To encourage evidence-based practice and innovation in the sector	Research report on how libraries contribute to human development	Number of research reports	Research commissioned by 1 Jan 2026	Research commissioned by 1 Jan 2026	Data collection completed by 1 March 2026	Research Coordinator (L), HCDT Director Programme Officer
						Research completed by 30 Nov 2026	Research report published on the website by 30 June 2026	Open access peer-review publication by 30 Nov 2026	

Strategic theme	Strategic Goal	Rationale	Activities	Expected outcomes	Key Performance Indicators	Milestones	Progress A	Progress B	Responsibility
6. Financial Sustainability	Develop a diversified fundraising strategy and increase donor engagement	To ensure long-term financial stability and increased membership	1. Strengthen grant proposal development and diversify AfLIA's funding sources	Increased grant by 50% annually, membership dues increased by 20% annually and other funding sources by 30%	% increase in sources and grant receipts	increased grant by 50% annually, membership dues increased by 20% annually and other funding sources by 30%	Ongoing (Y1-Y5)	Ongoing (Y1-Y5)	Executive Director, Accountant (L), HCDT Director, Research Coordinator, Membership Officer, Programme Officer
			2. Develop and execute a donor engagement plan	1 Donor engagement plan developed	Number of donor engagement plans developed	Donor engagement plan developed by 30 Oct 2025 Implementation of donor engagement plan begins by 1 Nov Oct 2025	Drafting of donor engagement plan commences by 30 Sept 2025 Implementation of donor engagement plan starts by 1 Nov Oct 2025	Donor engagement plan developed by 30 Oct 2025	Executive Director (L), Accountant, Research Coordinator
	2. Build capacity in grant writing and financial management	To improve access to funding and effective resource utilisation	1. Build capacity in grant writing and innovative fundraising practices	Capacities built	Number of capacities built	Capacities built by 1 Dec 2025	-	-	Executive Director (L) Accountant Research Coordinator HCDT Director
Strategic theme	Strategic Goal	Rationale	Activities	Expected outcomes	Key Performance Indicators	Milestones	Progress A	Progress B	Responsibility
7. Membership and	Implement a member engagement	To align with the member,	1. Develop and maintain a comprehensive	A marketing and brand	Number of marketing and brand visibility	Marketing and brand visibility	Draft marketing and brand visibility	Marketing and brand visibility	Communications Officer (L)

Operational Sustainability	strategy to increase participation and retention	national and global sustainability goals of the sector	marketing and brand visibility plan	visibility plan was developed	plans developed	plan by 31 Sept 2025	plan submitted for review by 15 Sept 2025	plan completed by 31 Sept 2025	Membership Officer IT Administrator
			2. Revamp the AfLIA website to improve user experience, mobile responsiveness and accessibility	A more user-friendly and responsive website developed	Website revamped	Website revamped by 31 March 2026	Sample website mockups submitted for approval by 30 Feb 2026	Website revamp completed by 31 March 2026	Communications Officer (L) IT Administrator
			3. Re-activate and grow AfLIA's presence on LinkedIn and other professional platforms to increase visibility.	Re-activate AfLIA's account on LinkedIn and other professional platforms	Active LinkedIn and other accounts	LinkedIn account reactivated by 31 July 2025, and other platforms subscribed to	LinkedIn account reactivated by 31 July 2025, and other platforms subscribed to	-	Communications Officer (L) IT Administrator
			4. Design outreach materials and conduct membership drives to attract individual and institutional members	5 membership drive organised by 30 March 2030 (once annually)	Number of membership drives organised	5 membership drives organised by 30 March: 2026, 2027, 2028, 2029, 2030	1 membership drive organised by 30 March: 2026	5 membership drives organised by 30 March: 2026, 2027, 2028, 2029, 2030	Membership Officer (L) Programme Officer Communications Officer
Strategic theme	Strategic Goal	Rationale	Activities	Expected outcomes	Key Performance Indicators	Milestones	Progress A	Progress B	Responsibility
8. Collaboration and Integration	To facilitate cross-border library initiatives and joint programmes	To promote integration and shared learning	1. Advocate and pilot the development of a pan-African digital platform for collaborative collections and cultural exchanges	A Pan-African platform for collaborative collections and cultural exchanges developed	Number of pan-African platforms for collaborative collection and cultural exchanges	Advocacy initiated by 30 Dec 2026 Piloting of the pan-African platform	 Pilot the populating of the pan-		Research Coordinator (L), IT Administrator. Programme Officer

							African platform		
			2. Organize biennial in-person AfLIA Conference and African Library Summits	2 conferences organized	Number of conferences organized	Conference preparatory phase ends by 30 April: 2027 and 2029	Conference preparatory phase commences in 15 June: 2026 and 2028	Conference preparatory phase ends by 30 April: 2027 and 2029	Programme Officer (L), Membership Officer, All Staff
						Conference organised by 20 May: 2027 and 2029	1 conference organised by 20 May 2027	2 conferences organised by 20 June 2029	
			3. Organise virtual mini-conferences on key or emerging themes (e.g., AI in libraries, open science, indigenous knowledge) in the interim years between AfLIA's biennial conferences.	3 virtual mini-conferences organised	Number of virtual mini-conferences organised	Mini-conference preparatory phase ends by 30 April: 2026, 2028 and 2030 respectively	Mini-conference preparatory phase commences on 10 January 2025 and 2027, respectively	Conference preparatory phase ends by 30 June 2026 and 2028	Programme Officer (L), Membership Officer, All Staff
						Conference organised by 20 June: 2026, 2028 and 2030 respectively	1 mini-conference organised on 20 June 2026	3 mini-conferences organised by 20 June 2030	