

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

Strategic Plan

2015-2020

8 July 2015

AfLIA Strategic Foundations: Vision, Mission & Values

Vision

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

Mission

To lead and empower the library and information community to actively promote the African development agenda through dynamic services that transform livelihoods.

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	Professionalism entails maintaining excellence in leadership, teamwork and high standards in the services we offer. An acknowledgement and appreciation of African multiculturalism and working towards a common purpose and shared heritage.
Integrity, Transparency and Accountability	Integrity, Transparency and Accountability entails being trustworthy, honest, ethical, and credible and maintain humility in conduct.
Innovation And Creativity	Innovation and creativity entails proactively promoting entrepreneurial and transformational leadership.
Customer Focused	Customer focused entails offering quality, efficient and effective services.
Access To Information As A Human Right	Access to information as human right entails upholding and protecting the principles of freedom of access to information and freedom of expression.

AfLIA Strategic Themes, Goals and Actions

The following strategic themes provide focal areas up to the year 2020, 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 structures and systems to enable effective and efficient running of the association.	<ul style="list-style-type: none"> • Strengthen AfLIA as an organisation • Strengthen national and regional library associations. • Enhance internal and external communication within AfLIA and stakeholders.
2. Access To Information	To enhance accessibility, protection and preservation of information and cultural heritage.	<ul style="list-style-type: none"> • Support programmes that ensure effective access to information. • Provide support and advice to libraries towards protection and preservation of cultural heritage. • Provide best practices on professional practices. • Strengthen libraries to support the development agenda • Organise Library Summits for information and knowledge sharing
3. Sustainability	To ensure sustainable growth of AfLIA. <ol style="list-style-type: none"> a. Membership: to build a strong network of associations and institutions. b. Funding - to build a strong financial base. c. Innovation - to provide an enabling environment for creativity and innovation. 	<ul style="list-style-type: none"> • Develop and implement a marketing and advocacy plan to attract and retain members. • Develop and implement a project plan for building strong libraries and library associations. • Develop strategies to diversify income streams. • Develop efficient and effective financial management systems. • Strengthen relationship with existing funders. • Develop entrepreneurial strategies to mitigate potential economic realities. • Develop a framework for encouraging innovation in libraries.

<p>4. Capacity Building</p>	<p>To support human, organizational and infrastructural development of the library and information profession and services.</p>	<ul style="list-style-type: none"> • Develop and implement the INELI Sub-Saharan Africa programme • Establish leadership programmes for library associations. • Support Library Schools to develop continuous professional development programmes (CPD) programmes. • Develop the capacity of national and public libraries on the development agenda. • Provide guidelines for developing structures for library associations and services.
<p>5. Partnership and Collaboration</p>	<p>Forge and maintain links with other relevant organizations and associations.</p> <p>Position libraries as information centres on the national and global development agenda.</p>	<ul style="list-style-type: none"> • Strengthen AfLIA's collaboration with national and international associations. • Establish and maintain links with agencies and development partners.

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	Strategic Objective	Milestone	Measure	Activity	Completion date	Accountability and Responsibility
Learning & Growth.	1. Strengthen governance structure at all levels. (Governance)		All AfLIA governance documents available on website 31 December 2016.	1a. Develop governance documents at all levels 1b. Approval of documents 1c. Develop sections' 4 year action plan 1d. Implementation and monitoring commencement	30 October 2016 30 October 2016 30 April 2016. 31 May 2017	Accountability: Executive Director Responsibility - AfLIA ED , Program Officer/ Governing Council/ Sections

Balance Score Card Levers	Strategic Objective	Milestone	Measure	Activity	Completion date	Accountability and Responsibility
Customer / Stakeholder	2. Develop and implement a plan to strengthen national and regional library associations in Africa (Capacity Building)	Number of national and regional library associations in Africa strengthened and completion date	30 national library associations and 5 regional library associations strengthened by 31 December 2020.	2a. Needs Assessment 2b. Discuss outcomes of the needs assessment with associations 2c. Plan developed 2d. Implementation, monitoring and report writing.	31 st January 2016 30 th April 2016 31 st October 2016 December 2018	Accountability: AfLIA President Responsibility – Program Officer/ Admin Assistant/ Governing Council / National Library Associations
	3. Transform public libraries and information centres into engines for development. (Capacity Building).	Number of public libraries and information centres transformed into engines of development	32 libraries and information centres transformed by 31 January 2020.	3.1 Develop a plan for INELI Africa 3.2 Implement INELI Africa training programmes for 32 participants. 3.3 Evaluation of INELI – SSAf program	15 th March 2016 31 st Mar 2018 30 th April 2018	Accountability: AfLIA President Responsibility - Directors of African Public and National Libraries; Presidents of African National Library Associations; Management Committee of INELI-SSAf ; Evaluating Consultant

Balance Score Card Levers	Strategic Objective	Milestone	Measure	Activity	Completion date	Accountability and Responsibility
				<p>3.4 Develop and Implement week long training programmes out of INELI training materials that provide skills for 30 emerging leaders.</p> <p>3.5 Monitor and Evaluate the impact</p>	<p>31 January 2020.</p> <p>31 January 2020.</p>	National library Associations Section
	4. Develop and implement an annual leadership programme for Library Association Presidents and President -elects . (Capacity Building)	Number of Library Association Presidents and President –elects trained in leadership and completion date	45 library associations’ presidents trained by 31 January 2020.	<p>4.1 Develop a leadership programme for library presidents</p> <p>4.2 Implement plan</p> <p>4.3 Review and Report</p>	<p>15th Sept 2017.</p> <p>31st March 2020</p> <p>30th June 2020</p>	<p>Accountability: AfLIA President</p> <p>Responsibility – Program Officer/Admin Assistant/ National Library Associations Section</p>

Balance Score Card Levers	Strategic Objective	Milestone	Measure	Activity	Completion date	Accountability and Responsibility
	5. Build the capacity of national and public libraries to deliver on the development agenda. (Capacity Building)	Number of national and public libraries whose capacity would have been built to deliver on the development agenda and completion date.	All national and public libraries by 31 January 2020.	<p>5.1 Assessment of current status, legal and policy framework, models of practice, human and infrastructural capacity</p> <p>5.2 Develop and advise on intervention programmes</p> <p>5.3 Implement the programme</p> <p>5.4 Evaluation and report writing</p>	<p>31 December 2016.</p> <p>15th Nov 2016</p> <p>31st Dec 2020</p> <p>31st Mar 2020</p>	<p>Accountability: AfLIA President / Executive Director</p> <p>Responsibility – Program Officer/ Admin Assistant/ Presidents of Las/ Directors of Public and National libraries</p>

Balance Score Card Levers	Strategic Objective	Milestone	Measure	Activity	Completion date	Accountability and Responsibility
	6. Provide guidelines for structural development of Library Associations and Sections. (Capacity Building)		Set of Guidelines developed and available on AfLIA website by 31 December 2015.	<p>6.1 Develop a draft framework of guidelines</p> <p>6.2 Solicit input from Associations/Sections</p> <p>6.3 Finalise, adopt and complete implementation</p>	<p>January 2016</p> <p>March 2016</p> <p>January 2020</p>	<p>Accountability: Executive Director</p> <p>Responsibility – Governing Council /AfLIA Sections</p>

Balance Score Card Levers	Strategic Objective	Milestone	Measure	Activity	Completion date	Accountability and Responsibility
	<p>7. Establish and implement continuous professional development (CPD) and leadership programmes. (Capacity Building)</p> <p>8. Develop and implement programmes to encourage innovation in African Libraries. (Capacity Building)</p>	<p>Number of programmes developed and implemented to encourage innovation and completion date</p>	<p>1 CPD program carried out by each section of AfLIA every year</p> <p>By 31 January 2020.</p> <p>3 programmes by 31 January 2020.</p>	<p>7.1 Carry out needs assessment</p> <p>7.2 Develop CPD programmes from 1 April 2016.</p> <p>7.3 Implement and monitor the programme</p> <p>7.4 Review and report</p> <p>8.1 Establish a platform for sharing success stories and innovative activities commencing July 2015.</p> <p>8.2 Develop series of programs on creative thinking and entrepreneurial culture</p>	<p>31 March 2016.</p> <p>On going</p> <p>31 July 2020.</p> <p>31 Dec 2020</p> <p>31 January 2020.</p>	<p>Accountability: Executive Director</p> <p>Responsibility – Program Officer /Admin Assistant / Library Associations and Sections.</p> <p>Responsibility - Coordinator APLN / Program Officer /AfLIA Sections.</p>

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	9. Provide support to strengthen library school programmes. (Capacity Building).		By 31 December 2017	<p>9.1 Assessment of state of library school programmes.</p> <p>9.2 Develop intervention strategies.</p> <p>9.3 Implement strategies and monitor progress</p> <p>9.4 Review and report writing.</p>	<p>31 August 2016.</p> <p>28 February 2017.</p> <p>31 March 2018.</p> <p>30 September 2018.</p>	<p>Accountability: Executive Director</p> <p>Responsibility – Program Officer/ Admin Officer / Library School Section, Library Associations</p>
	10. Organise African Library Summits and Public Library Summits to share information and knowledge(Access To Information)	Summit held to support exchange of best practices and to share knowledge	By 31 January 2020 2 Public Library Summits and 2 African Library Summits successfully held	<p>10.1 Hold one Public Library Summit in 2016 and another in 2018</p> <p>10.2 Hold one African Library Summit in 2017 and another in 2019</p>	<p>31st July 2018</p> <p>30th September 2019</p>	<p>Accountability: Executive Director</p> <p>Responsibility – Program Officer / Chair of Public Library Section</p> <p>Responsibility – Program Officer /Chairs of All Sections / Governing Council</p>

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	11. In partnership with relevant bodies enhance the protection and preservation of cultural heritage throughout Africa. (Access To Information)		31 January 2020.	<p>11.1 Create a cultural heritage workgroup</p> <p>11.2 Develop a project plan</p> <p>11.3 Implement plan from July 2016</p>	<p>30 June 2016</p> <p>31 July 2016</p> <p>31 January 2020</p>	<p>Accountability: Executive Director</p> <p>Responsibility – Program Officer / Cultural Heritage Working Group / AfLIA Governing Council</p>
	12. Enhance the capacity of Information and Communication Technologies (ICT) in all libraries in Africa. (Access to Information)	Number of libraries to gain capacity in ICT and completion date.	All libraries by 31 January 2020.	<p>12.1 Assess the current ICT status in all libraries in Africa.</p> <p>12.2 Develop basic guidelines for appropriate technologies for libraries.</p> <p>12.3 Organize 5 workshops (one for each region) to sensitize professionals on emerging technologies</p>	<p>28 February 2017</p> <p>28 February 2017</p> <p>31 December 2018</p>	<p>Accountability: Executive Director</p> <p>Responsibility – Program Officer / Admin Assistant/ Libraries / AfLIA Regional representatives on Governing Council</p>

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	13. AfLIA to support all African countries to embrace the principles of freedom of access to information in partnership with IFLA (Access to Information).	Number of countries supported to embrace the principles of freedom of access to information and completion date.	54 African countries by 31 January 2020.	<p>13.1 Develop an AfLIA freedom of access to information and expression statement</p> <p>13.2 Advocacy with public Libraries to empower them to use innovative library services to disseminate the principles of freedom of access to information to support development</p> <p>13.3 Promote and support development of national libraries in all countries to provide leadership in access to information</p>	<p>31 Dec 2016.</p> <p>31 January 2020</p> <p>31 January 2020.</p>	<p>Accountability: Executive Director</p> <p>Responsibility - Program Officer</p> <p>AfLIA Governing Council , National LAs , All Sections</p> <p>Responsibility - Program Officer</p> <p>Public Library Section of AfLIA/ Public Libraries in Africa</p> <p>Responsibility - Program Officer/ National Library Section of AfLIA / National Libraries</p>

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Internal Core Business Process.	14. To position library agenda at all regional economic bodies. (Partnerships and Collaboration)		By 31 st December 2017.	14.1 Prepare a concept paper for advocacy 14.2 Formulate an advocacy plan 14.3 Implement advocacy plan	31 January 2016 28 February 2016 31 December 2017	Accountability: Executive Director Responsibility - AfLIA President/ Executive Director/ Program Officer /National Library Associations / IFLA Staff All Sections
	15. Support realisation of 2015 Cape Town Declaration of African Ministers responsible for Libraries , AU Agenda 2063 and United Nations Agenda 2030. (Partnerships and Collaboration)		By 31 January 2020	15.1 Establish a development agenda working group 15.2 Develop an intervention plan 15.3 Implementation of plan	31 January 2016 30 June 2016 31 January 2020	Accountability: Executive Director Responsibility – Governing Council /AfLIA President / Executive Director / Program Officer /Working Group/ LAs / All Sections

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	16. Pursue and establish partnerships with strategic stakeholders and institutions. (Partnerships and Collaboration).		Database of strategic partners and stakeholders created and Partnerships established with 10 strategic stakeholders and institutions by 31 January 2020	<p>16.1 Pursue affiliation with AU and UNECA</p> <p>16.2 Create and maintain a database of strategic partners and stakeholders</p> <p>16.3 Sign a Memorandum of understanding with other identified partners and stakeholders</p>	<p>30 December 2017</p> <p>On going</p> <p>On going</p>	<p>Accountability: Executive Director</p> <p>Responsibility - AfLIA President / Executive Director /Program Officer / Communication / Webmaster/ Admin Assistant /AfLIA Governing Council</p>
	17. Build and maintain a strong network of library associations and institutions (Partnerships and Collaboration)		List of members of the network available by 31 January 2020	<p>17.1 Create and maintain a database of associations and institutions from 15 July 2015.</p> <p>17.2 Develop a toolkit for stakeholder engagement</p> <p>17.3 Develop and implement a marketing</p>	<p>On-going.</p> <p>30 September 2016.</p> <p>On going</p>	<p>Accountability: Executive Director</p> <p>Responsibility – AfLIA President/ Executive Director/ Program Officer/ Admin Assistant /Communication & Webmaster / Library</p>

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				<p>and advocacy plan to attract and retain members.</p> <p>17.4 Develop and execute membership services to strengthen relationships with library associations and institutions from 15 July 2015</p>	On going	<p>Associations/ Sections and Library Institutions.</p> <p>AfLIA Governing Council and Library Associations, Sections and Library Institutions.</p>
Financial	18. Build a stable financial base (Sustainability)		By 31 October 2020	<p>18.1 Develop efficient, effective and transparent financial management system.</p> <p>18.2 Develop strategies to diversify income streams.</p> <p>18.3 Implement the financial strategies.</p> <p>18.4 Review and report implemented strategies</p>	<p>15 December 2015.</p> <p>31 Jan 2016.</p> <p>31 Oct 2020.</p> <p>31 Dec 2020.</p>	<p>Accountability: : Executive Director</p> <p>Responsibility – Governing Council/ AfLIA Accountant/ Treasurer / Program Officer /Admin Assistant</p>