APPENDIX

This appendix contains a glossary of terms, a detailed list of countries used for the Global Vision process, translated pictures and charts and the Reports from the Global Vision discussions led by IFLA.

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GLOSSARY OF TERMS

AF	Africa
AO	Asia Oceania
EU	Europe
GS	Global Survey
GV	Global Vision
IFLA	International Federation of Library Associations and Institutions
LAC	Latin America and the Caribbean
MENA	Middle East and North Africa
NA	North America
NW	National Workshops
PU	IFLA Professional Units
RW	Regional Workshops
UN	United Nations

LIST OF COUNTRIES

The UN Member States

The list below includes the 193 Member States of the United Nations. IFLA has been working with this list of countries during the IFLA Global Vision process.

Afghanistan
Albania
Algeria
Andorra
Angola
Antigua and Barbuda
Argentina
Armenia
Australia
Austria
Azerbaijan
Bahamas
Bahrain
Bangladesh
Barbados
Belarus
Belgium
Belize
Benin
Bhutan
Bolivia (Plurinational State of)
Bosnia and Herzegovina
Botswana
Brazil
Brunei Darussalam
Bulgaria
Burkina Faso
Burundi
Cabo Verde
Cambodia
Cameroon
Canada
Central African Republic
Chad
Chile
China
Colombia
Comoros
Congo
Costa Rica
Côte d'Ivoire
Croatia
Cuba
Cyprus
Czechia

Democratic People's Republic of Korea
Democratic Republic of the Congo
Denmark
Djibouti
Dominica
Dominican Republic
Ecuador
Egypt
El Salvador
Equatorial Guinea
Eritrea
Estonia
Ethiopia
Fiji
Finland
France
Gabon
Gambia
Georgia
Germany
Ghana
Greece
Grenada
Guatemala
Guinea
Guinea-Bissau
Guyana
Haiti
Honduras
Hungary
Iceland
India
Indonesia
Iran (Islamic Republic of)
Iraq
Ireland
Israel
Italy
Jamaica
Japan
Jordan
Kazakhstan
Kenya
Kiribati
Kuwait
Kyrgyzstan
Lao People's Democratic Republic
Latvia
Lebanon
Lesotho
Liberia
Libya
Liechtenstein
Lithuania
Luxembourg
Madagascar
Malawi
Malaysia
Maldives
Mali
Malta
Marshall Islands
Mauritania
Mauritius
Mexico
Micronesia (Federated States of)
Monaco
Mongolia
Montenegro
Morocco
Mozambique
Myanmar
Namibia
Nauru
Nepal
Netherlands
New Zealand
Nicaragua
Niger
Nigeria

Norway
Oman
Pakistan
Palau
Panama
Papua New Guinea
Paraguay
Peru
Philippines
Poland
Portugal
Qatar
Republic of Korea
Republic of Moldova
Romania
Russian Federation
Rwanda
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Samoa
San Marino
Sao Tome and Principe
Saudi Arabia
Senegal
Serbia
Seychelles
Sierra Leone
Singapore
Slovakia
Slovenia
Solomon Islands
Somalia
South Africa
South Sudan
Spain
Sri Lanka
Sudan
Suriname
Swaziland
Sweden
Switzerland
Syrian Arab Republic
Tajikistan
Thailand
The former Yugoslav Republic of Macedonia
Timor-Leste
Togo
Tonga
Trinidad and Tobago
Tunisia
Turkey
Turkmenistan
Tuvalu
Uganda
Ukraine
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United Republic of Tanzania
United States of America
Uruguay
Uzbekistan
Vanuatu
Venezuela (Bolivarian Republic of)
Viet Nam
Yemen
Zambia
Zimbabwe

List of countries or areas in the world

The assignment of countries or areas to specific regions is based on IFLA Global Vision regions. The naming of countries included in the IFLA Global Vision is based on definitions used by United Nations Statistics Division (UNSD). According to the UNSD Methodology on Standard country or area codes for statistical use (M49) there are 249 countries or areas in the world.

Africa

- Angola
- Benin
- Botswana
- British Indian Ocean Territory
- Burkina Faso
- Burundi
- Cabo Verde
- Cameroon
- Central African Republic
- Chad
- Congo
- Côte d'Ivoire
- Democratic Republic of the Congo
- Equatorial Guinea
- Ethiopia
- French Southern Territories
- Gabon
- Gambia (Republic of The)
- Ghana
- Guinea
- Guinea-Bissau
- Kenya
- Lesotho
- Liberia
- Madagascar
- Malawi
- Mali
- Mauritius
- Mayotte
- Mozambique
- Namibia
- Niger
- Nigeria
- Réunion
- Rwanda
- Sao Tome and Principe
- Senegal
- Seychelles
- Sierra Leone
- South Africa
- Swaziland
- Togo
- Uganda
- United Republic of Tanzania
- Zambia
- Zimbabwe

Antarctica

Antartica

Heard Island and McDonald Islands

Asia and Oceania

Afghanistan

American Samoa

Australia

Bangladesh

Bhutan

Brunei Darussalam

Cambodia

China

China, Hong Kong Special Administrative Region

China, Macao Special Administrative Region

Christmas Island

Cocos (Keeling) Islands

Cook islands

Democratic People's Republic of Korea

Fiji

French Polynesia

Guam

India

Indonesia

Iran (Islamic Republic of)

Japan

Kazakhstan

Kiribati

Kyrgyzstan

Lao People's Democratic Republic

Malaysia

Maldives

Marshall Islands

Micronesia (Federated States of)

Mongolia

Myanmar

Nauru

Nepal

New Caledonia

New Zealand
Niue
Norfolk Island
Northern Mariana Islands
Pakistan
Palau
Papua New Guinea
Philippines
Pitcairn
Republic of Korea
Samoa
Singapore
Solomon Islands
Sri Lanka
Tajikistan
Thailand
Timor-Leste
Tokelau
Tonga
Turkmenistan
Tuvalu
United States Minor Outlying Islands
Uzbekistan
Vanuatu
Viet Nam
Wallis and Futuna Islands

Europe

Åland Islands
Albania
Andorra
Armenia
Austria
Azerbaijan
Belarus
Belgium
Bosnia and Herzegovina
Bulgaria
Croatia
Cyprus
Czech Republic
Denmark
Estonia
Faroe Islands
Finland
France
Georgia
Germany
Gibraltar
Greece
Greenland
Guernsey
Holy See
Hungary
Iceland
Ireland
Isle of Man
Israel
Italy
Jersey
Latvia
Liechtenstein
Lithuania
Luxembourg
Malta
Monaco
Montenegro
Netherlands
Norway
Poland
Portugal
Republic of Moldova

Romania
Russian Federation
San Marino
Sark
Serbia
Slovakia
Slovenia
Spain
Svalbard and Jan Mayen Islands
Sweden
Switzerland
The former Yugoslav Republic of Macedonia
Turkey
Ukraine
United Kingdom of Great Britain and Northern Ireland

Latin America and the Caribbean

Anguilla
Antigua and Barbuda
Argentina
Aruba
Bahamas
Barbados
Belize
Bermuda
Bolivia (Plurinational State of)
Bonaire, Sint Eustatius and Saba
Bouvet Island
Brazil
British Virgin Islands
Cayman Islands
Chile
Colombia
Costa Rica
Cuba
Curaçao
Dominica
Dominican Republic
Ecuador
El Salvador
Falkland Islands (Malvinas)
French Guiana
Grenada
Guadeloupe
Guatemala
Guyana
Haiti
Honduras
Jamaica
Martinique
Mexico
Montserrat
Nicaragua
Panama
Paraguay
Peru
Puerto Rico
Saint Barthélemy
Saint Helena
Saint Kitts and Nevis
Saint Lucia
Saint Martin (French Part)
Saint Pierre and Miquelon
Saint Vincent and the Grenadines
Sint Maarten (Dutch part)
South Georgia and the South Sandwich Islands
Suriname
Trinidad and Tobago
Turks and Caicos Islands
United States Virgin Islands
Uruguay
Venezuela (Bolivarian Republic of)

Middle East and North Africa

- Algeria
- Bahrain
- Comoros
- Djibouti
- Egypt
- Eritrea
- Iraq
- Jordan
- Kuwait
- Lebanon
- Libya
- Mauritania
- Morocco
- Oman
- Qatar
- Saudi Arabia
- Somalia
- South Sudan
- State of Palestine
- Sudan
- Syrian Arab Republic
- Tunisia
- United Arab Emirates
- Western Sahara
- Yemen

North America

- Canada
- United States of America

TRANSLATED PICTURES AND CHARTS

The IFLA Global Vision translations has been an important aspect of the whole process, aiming to involve every librarian around the world. Therefore, a huge amount of materials have been translated into four of the IFLA official languages: Arabic, English, French and Spanish, based on the interpretation that was used for the relevant Regional Workshops led by IFLA.

In the next pages, we provide some of these translations per language.

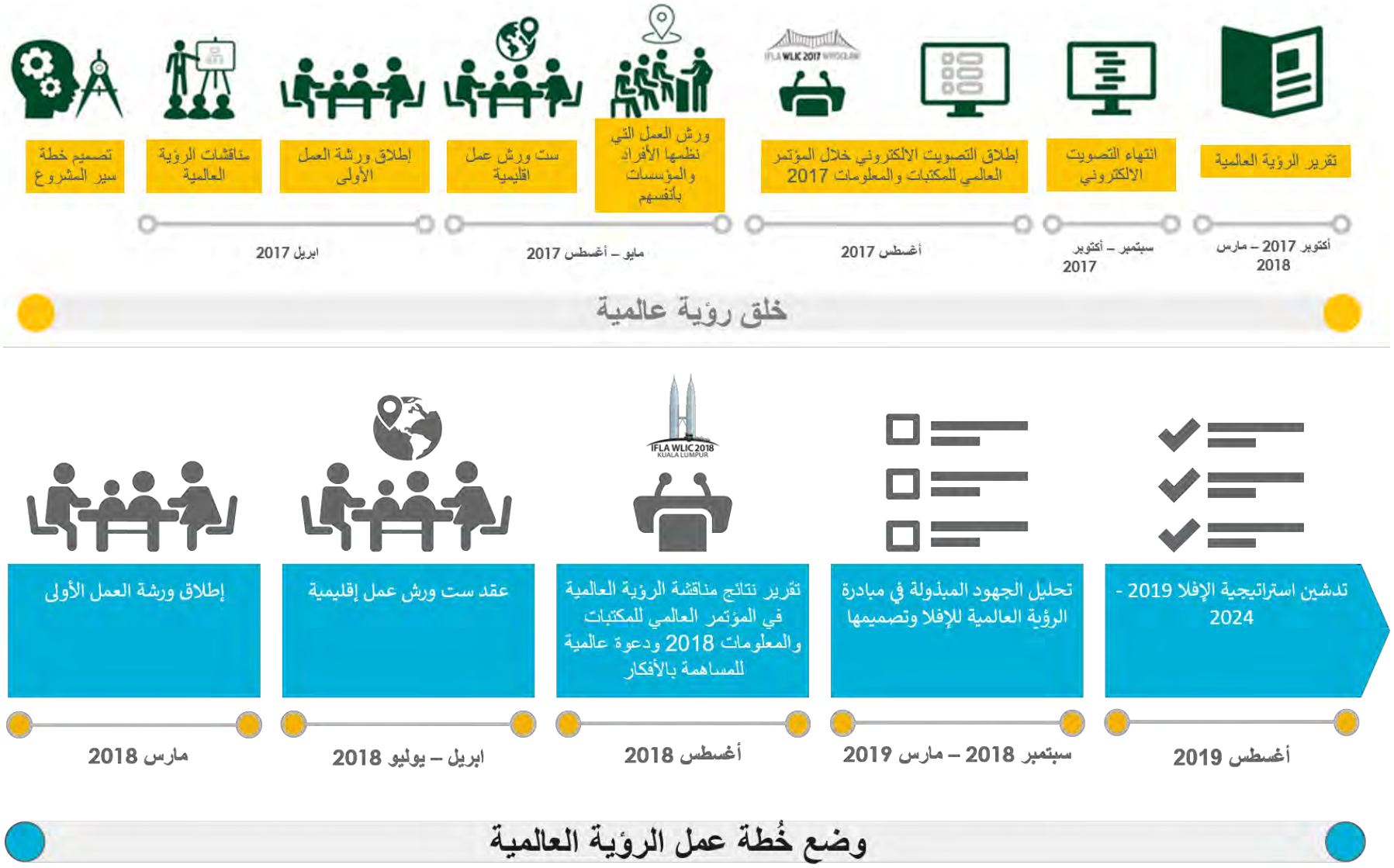
ARABIC

IFLA Global Vision

أفريقيا	AF
آسيا والدول الواقعة على المحيطات	AO
أوروبا	EU
أمريكا اللاتينية والكاريبي	LAC
الشرق الأوسط ودول شمال أفريقيا	MENA
الشرق الأوسط ودول شمال أفريقيا	MENA Total
أمريكا الشمالية	NA

Some of the mainly used abbreviations translated into Arabic

Translation of the picture on page 7 of the Global Vision Report



The Global Vision roadmap -translation from page 8 of the Global Vision Report

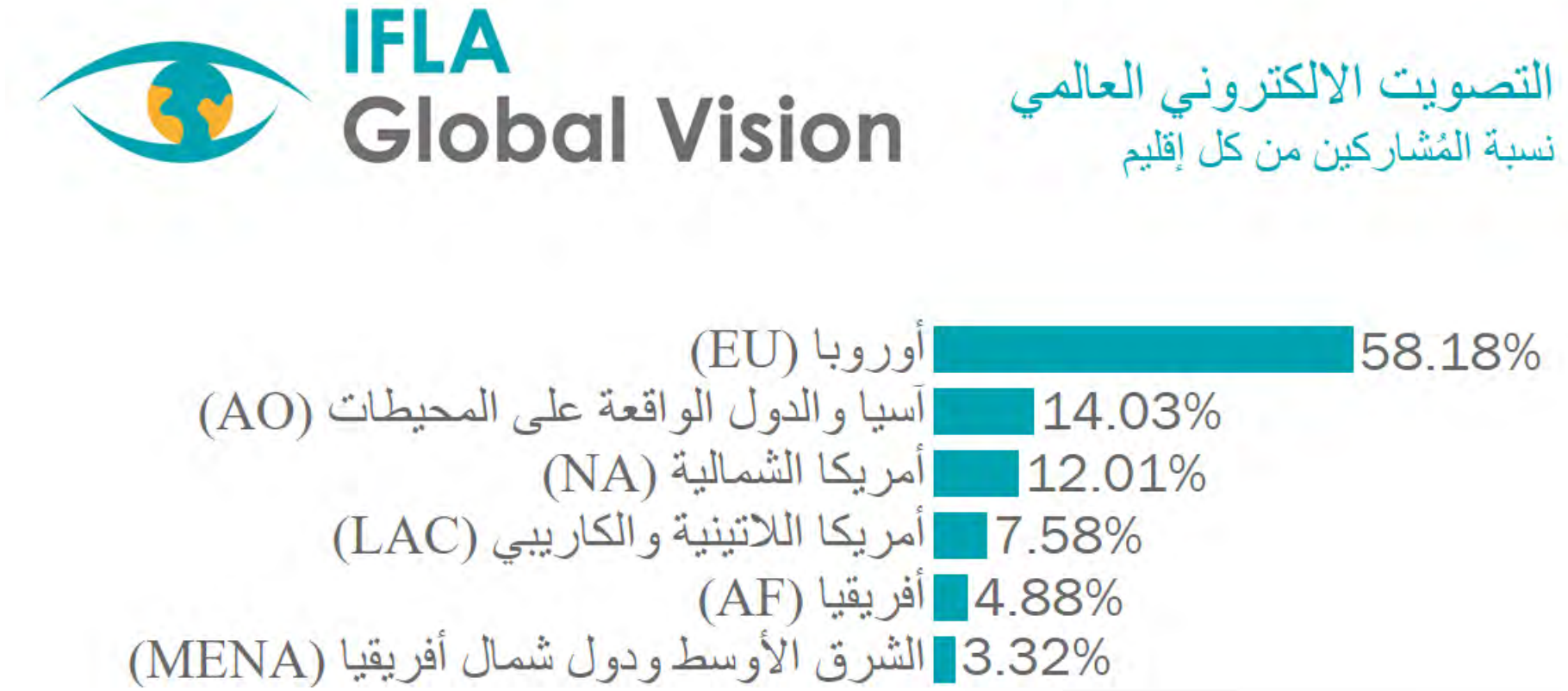
Pic. 1.1 Global Vision Data Sources

Pic. 1.7 Statistics from the kick-off workshop 2017

Pic. 1.8 Statistics from the IFLA-led Regional workshops 2017

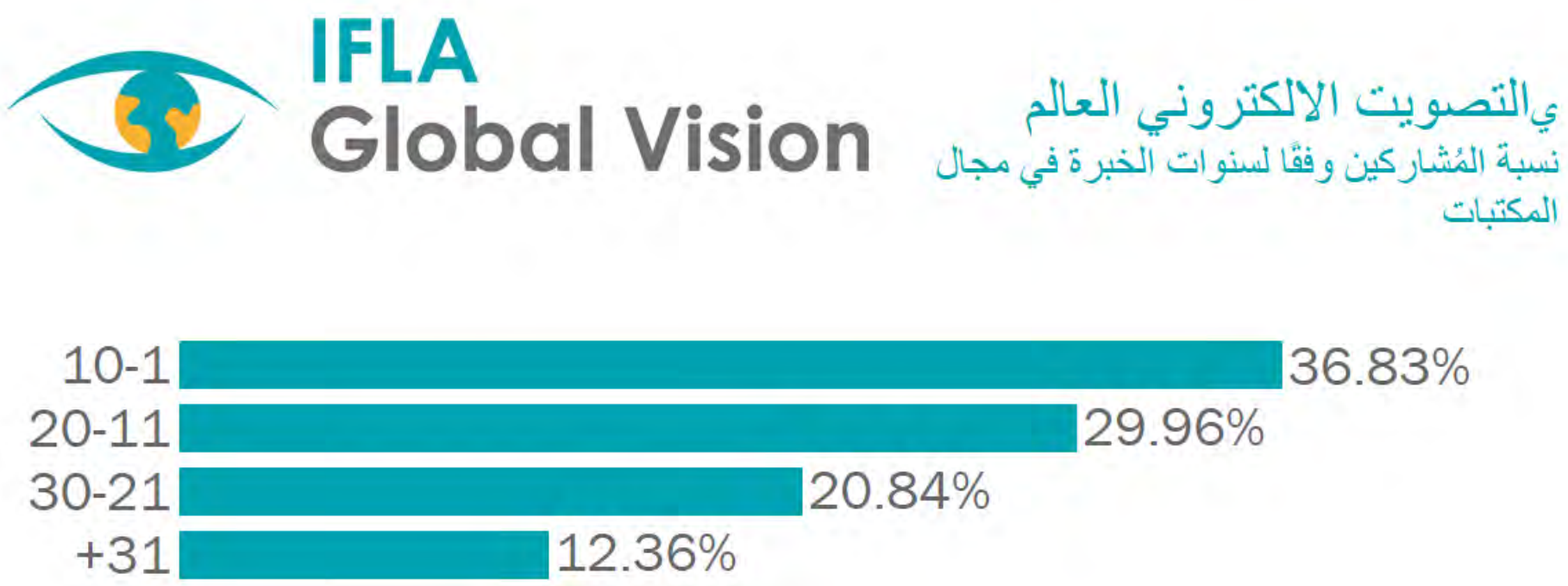
Pic. 1.9 Statistics from the IFLA Professional Units' discussions

Pic. 1.10 Statistics from National Global Vision workshops



Pic. 1.13.1 The Participation Statistics of the Global Vision online voting by region

Pic. 1.13.2 The Participation Statistics of the Global Vision online voting by library type



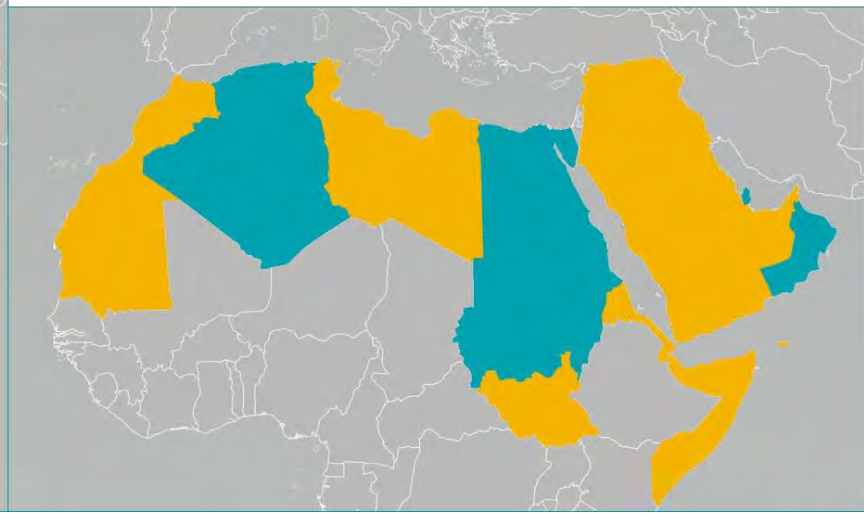
Pic. 1.13.2 The Participation Statistics of the Global Vision online voting by library experience

Pic. 1.15 The Global Vision Statistics Participation in total. The Global Dimension.

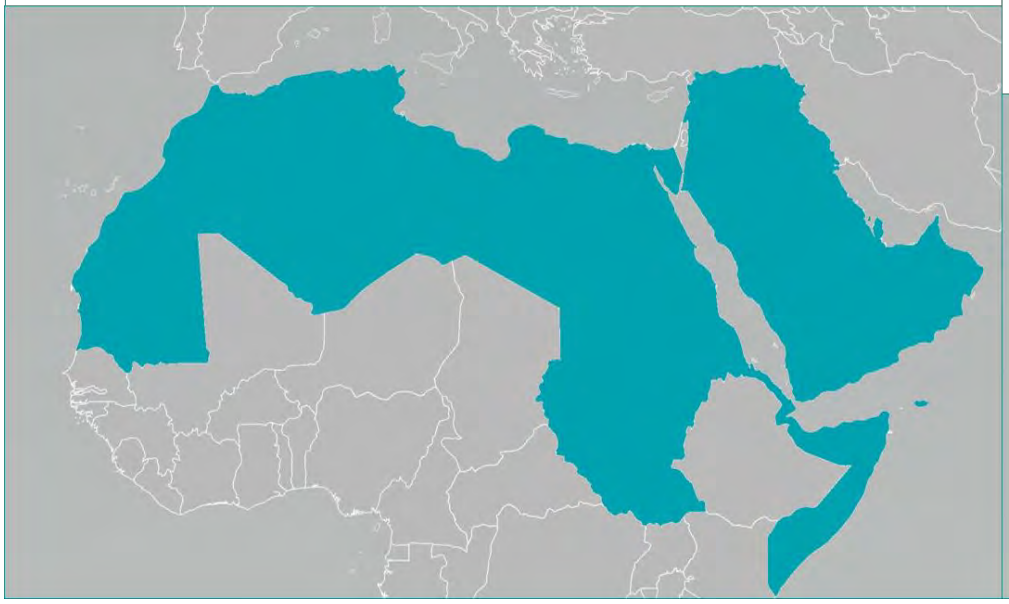
إحصاءات المُشاركة
MENA

ورش العمل / الاجتماعات
ثمانية تقارير من خمس دول من الثلاث وعشرين دولة من الدول الأعضاء بالأمم المتحدة

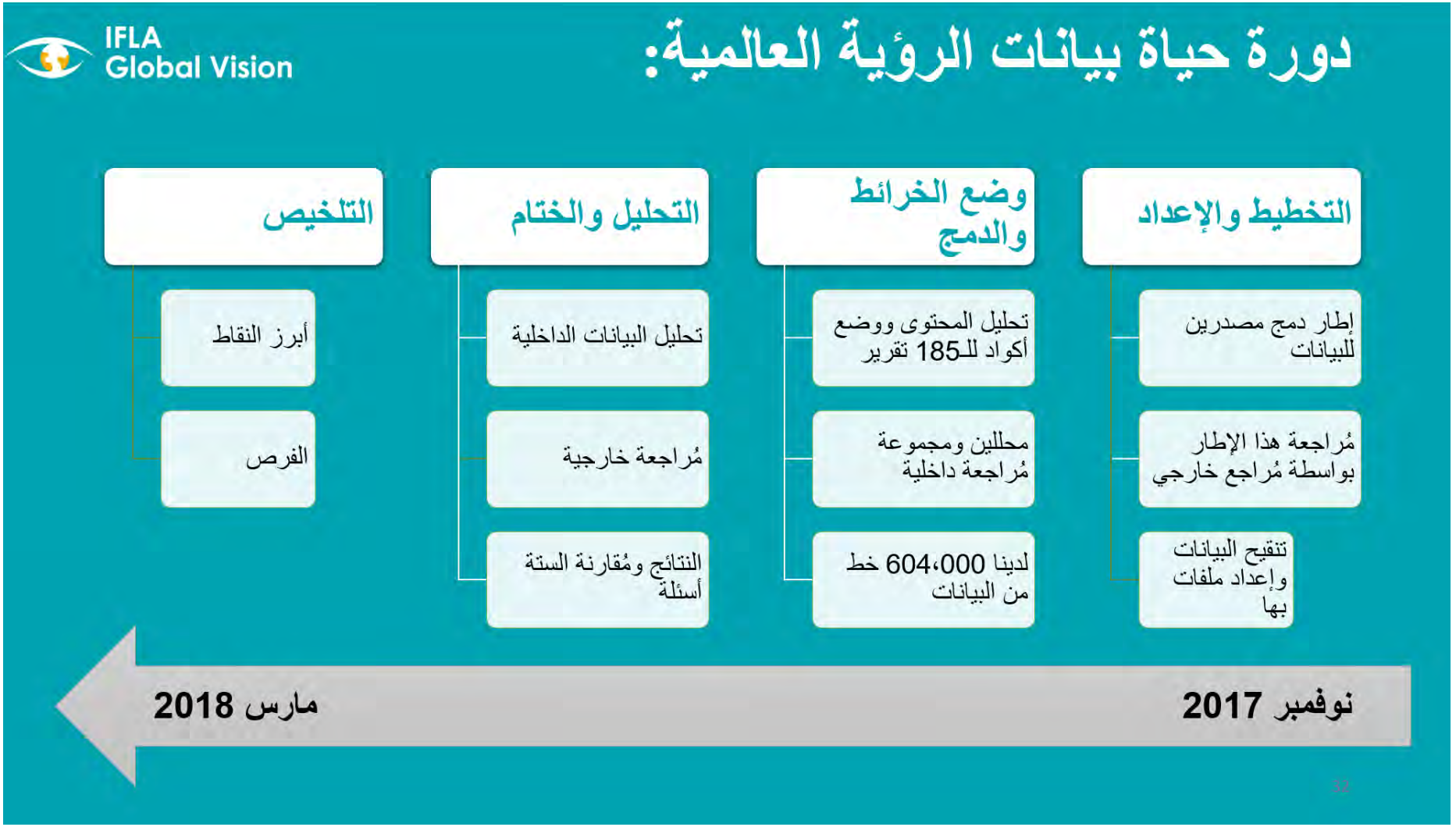
الجزائر / مصر / سلطنة عمان / قطر / السودان



التصويت الالكتروني العالمي
النتائج المستخلصة من الثلاث وعشرين دولة من الدول الأعضاء بالأمم المتحدة بالشرق الأوسط ودول شمال أفريقيا



Pic. 1.119 Participation Statistics to the Global Vision discussion from Middle East and North Africa



Pic. 2.2 The Global Vision Data Cycle

ستة أسئلة رئيسية في كل المُناقشات

س1. ما هي قيم المكتبات الجوهرية؟

س2. ما الذي تتميز المكتبات في القيام به؟

س3. ما الذي يجب على المكتبات القيام به أكثر؟

س4. ما الذي يجب على المكتبات الحد من القيام به؟

س5. ما هي التحديات الأساسية التي تواجه المكتبات؟

س6. ما هي سمات مجال المكتبات الموحد؟

Pic. 2.3 The Global Vision questions

Chart 3.1 Core values of libraries – Global Top Five

Chart 3.15 Top five core values – Middle East and North Africa

Chart 3.25 Exceptionally good at – Global Top Five

Chart 3.39 Top five exceptionally good at – Middle East and North Africa

Chart 3.49 To do more – Global Top Five

Chart 3.63 Top five to do more – Middle East and North Africa

Chart 3.73 To do less – Global Top Five

Chart 3.87 Top five to do less – Middle East and North Africa

Chart 3.97 Main challenges – Global Top Five

Chart 3.111 Top five main challenges – Middle East and North Africa

Chart 3.121 Characteristics of a united library field – Global Top Five

Chart 3.135 Top five characteristics of a united library field – Middle East and North Africa

Chart 4.73 Core values of libraries – Global online vote in Middle East and North Africa

	MENA	AF	AO	EU	LAC	NA
س1. 1 المساواة والوصول الحر للمعلومات والمعرفة	16.70%	17.77%	17.38%	19.33%	17.75%	18.96%
س1. 2 الالتزام بنشر وتوفير المعلومات والمعرفة	14.80%	16.09%	14.75%	14.62%	17.07%	14.56%
س1. 5 حماية التراث الثقافي وذاكرة المجتمعات	12.99%	11.32%	11.78%	12.49%	12.78%	10.03%
س1. 4 الالتزام نحو التفاعل مع المجتمع والمشاركة في دعمه	10.81%	10.58%	12.02%	8.13%	10.48%	12.39%
س1. 10 تبني ودعم التطور والتحول الرقمي	9.39%	9.62%	7.64%	7.79%	6.60%	4.04%
س1. 7 التفاني تجاه مبدأ التعلم	9.27%	9.84%	10.19%	9.09%	6.65%	11.51%
س1. 8 السلوكيات المهنية والأخلاقية	7.55%	10.40%	7.59%	7.69%	8.51%	5.89%
س1. 9 روح التعاون	7.04%	5.71%	6.34%	5.02%	6.26%	4.44%
س1. 6 التنوع والشمول	7.04%	5.20%	8.06%	8.59%	9.00%	11.33%
س1. 3 حرية التعبير	4.41%	3.47%	4.25%	7.25%	4.91%	6.83%

Chart 4.74 Core values of libraries – Workshop results in Middle East and North Africa

IFLA Global Vision

س1. ما هي قيم المكتبات الجوهرية؟

ورش عمل / اجتماعات (النسبة وفقًا للإقليم)

	MENA	AF	AO	EU	LAC	NA
س1. 1 المساواة والوصول الحر للمعلومات والمعرفة	17.78%	16.30%	18.67%	21.33%	11.02%	25.93%
س1. 7 التفاني تجاه مبدأ التعلم	15.56%	11.96%	14.67%	12.67%	8.47%	22.22%
س1. 8 السلوكيات المهنية والأخلاقية	13.33%	11.96%	2.67%	8.00%	16.95%	1.85%
س1. 6 التنوع والشمول	13.33%	8.70%	7.33%	7.33%	15.25%	7.41%
س1. 4 الالتزام نحو التفاعل مع المجتمع والمشاركة في دعمه	11.11%	14.13%	17.33%	10.00%	18.64%	14.81%
س1. 13 الابتكار	6.67%	4.35%	3.33%	1.33%	2.54%	
س1. 2 الالتزام بنشر وتوفير المعلومات والمعرفة	6.67%	8.70%	7.33%	6.67%	6.78%	1.85%
س1. 5 حماية التراث الثقافي وذاكرة المجتمعات	4.44%	8.70%	9.33%	6.67%	5.93%	1.85%
س1. 12 معلومات موثوق فيها وأصلية/ الشفافية	4.44%	1.09%	4.67%	7.33%	2.54%	5.56%
س1. 9 روح التعاون	2.22%	6.52%	4.00%	1.33%	4.24%	1.85%
س1. 14 المرونة والقدرة على التكيف مع التغيير	2.22%		2.67%	2.67%	1.69%	1.85%
س1. 11 مكان آمن ويسهل الوصول اليه	2.22%	1.09%	5.33%	7.33%	2.54%	5.56%
س1. 3 حرية التعبير		5.43%	1.33%	5.33%	2.54%	9.26%
س1. 10 تبني ودعم التطور والتحول الرقمي		1.09%	1.33%	2.00%	0.85%	

Chart 4.75 Core values of libraries – View of different groups in Middle East and North Africa

Chart 4.76 Exceptionally good at – Global online vote in Middle East and North Africa

IFLA Global Vision

س2. ما الذي تتميز المكتبات في القيام به؟

التصويت الالكتروني العالمي
النسبة وفقاً للإقليم

	MENA	AF	AO	EU	LAC	NA
س2. 1 إتاحة الفرص للوصول الى المعلومات والمعرفة	15.60%	14.49%	15.97%	17.44%	15.49%	17.36%
س2. 2 تنظيم المعلومات والمعرفة	12.84%	13.30%	12.13%	11.79%	12.21%	12.94%
س2. 3 نشر ومُشاركة المعلومات والمعرفة	12.78%	13.45%	11.61%	12.41%	12.79%	11.15%
س2. 8 ترسيخ مبدأ البحث والابتكار	11.92%	10.52%	6.88%	5.28%	10.96%	5.59%
س2. 5 دعم التعلم والقراءة ومحو الأمية	11.42%	15.58%	16.33%	15.06%	13.98%	17.36%
س2. 4 حفظ التراث الثقافي وذاكرة المجتمعات	10.82%	9.52%	9.61%	11.30%	10.50%	8.01%
س2. 10 إتاحة ودعم تكنولوجيا الاتصالات والمعلومات	9.99%	10.05%	9.55%	8.70%	10.78%	6.67%
س2. 7 توفير مساحات آمنة وغير تجارية للأفراد والمجتمعات	5.90%	4.97%	9.17%	10.80%	4.79%	13.62%
س2. 6 تطوير وتقديم خدمات تشمل جميع الفئات	5.16%	3.42%	6.35%	6.12%	5.98%	5.43%
س2. 9 الاسهام في التنمية الاقتصادية	3.56%	4.71%	2.39%	1.10%	2.53%	1.89%

Chart 4.77 Exceptionally good at – Workshop results in Middle East and North Africa

	MENA	AF	AO	EU	LAC	NA
س2. 1 إتاحة الفرص للوصول الى المعلومات والمعرفة	22.22%	8.60%	9.66%	20.95%	15.25%	13.04%
س2. 5 دعم التعلم والقراءة ومحو الأمية	13.33%	21.51%	15.86%	14.86%	11.02%	19.57%
س2. 6 تطوير وتقديم خدمات تشمل جميع الفئات	11.11%	6.45%	5.52%	13.51%	5.93%	4.35%
س2. 3 نشر ومُشاركة المعلومات والمعرفة	11.11%	15.05%	11.03%	6.76%	5.93%	4.35%
س2. 4 حفظ التراث الثقافي وذاكرة المجتمعات	8.89%	9.68%	10.34%	8.78%	7.63%	2.17%
س2. 10 إتاحة ودعم تكنولوجيا الاتصالات والمعلومات	8.89%	4.30%	2.76%		2.54%	2.17%
س2. 7 توفير مساحات آمنة وغير تجارية للأفراد والمجتمعات	6.67%	5.38%	8.28%	6.76%	8.47%	13.04%
س2. 11 العمل كميسرين وموكلين لرفع الوعي فيما يخص القضايا المجتمعية	4.44%		0.69%	0.68%	4.24%	
س2. 8 ترسيخ مبدأ البحث والابتكار	4.44%	2.15%	8.28%	2.70%	4.24%	8.70%
س2. 9 الاسهام في التنمية الاقتصادية	2.22%		0.69%		0.85%	
س2. 16 موظفون متفانون في عملهم وعندهم حافز للعمل الدئوب	2.22%	3.23%	3.45%	2.03%	5.93%	
س2. 2 تنظيم المعلومات والمعرفة	2.22%	8.60%	12.41%	10.81%	9.32%	4.35%
س2. 12 الامتزاج مع المجتمع	2.22%	9.68%	6.21%	4.73%	11.86%	13.04%
س2. 13 تكوين العلاقات القوية		3.23%	2.07%	2.70%	5.93%	6.52%
س2. 15 حشد الدعم والمناصرة للقضايا المختلفة		1.08%	2.07%	2.70%		4.35%

Chart 4.78 Exceptionally good at – View of different groups in Middle East and North Africa

	MENA Total	GS	RW	NW
س2. 1 إتاحة الفرص للوصول الى المعلومات والمعرفة	15.69%	15.60%		22.50%
س2. 3 نشر ومُشاركة المعلومات والمعرفة	12.76%	12.78%		12.50%
س2. 2 تنظيم المعلومات والمعرفة	12.70%	12.84%		2.50%
س2. 8 ترسيخ مبدأ البحث والابتكار	11.82%	11.92%		2.50%
س2. 5 دعم التعلم والقراءة ومحو الأمية	11.44%	11.42%		12.50%
س2. 4 حفظ التراث الثقافي وذاكرة المجتمعات	10.80%	10.82%		7.50%
س2. 10 إتاحة ودعم تكنولوجيا الاتصالات والمعلومات	9.98%	9.99%		10.00%
س2. 7 توفير مساحات آمنة وغير تجارية للأفراد والمجتمعات	5.91%	5.90%		5.00%
س2. 6 تطوير وتقديم خدمات تشمل جميع الفئات	5.24%	5.16%		12.50%
س2. 9 الاسهام في التنمية الاقتصادية	3.54%	3.56%		2.50%
س2. 11 العمل كميسرين وموكلين لرفع الوعي فيما يخص القضايا المجتمعية	0.06%			5.00%
س2. 16 موظفون متفانون في عملهم وعندهم حافز للعمل الدنوب	0.03%			2.50%
س2. 12 الامتزاج مع المجتمع	0.03%			2.50%

Chart 4.79 To do more – Global online vote in Middle East and North Africa

	MENA	AF	AO	EU	LAC	NA
س3. 2 تدريب العاملين والقادة وتنمية مهاراتهم	14.40%	11.67%	11.68%	11.51%	10.05%	10.84%
س3. 9 ترسيخ مبدأ البحث والابتكار	14.13%	10.54%	9.59%	9.17%	13.82%	8.35%
س3. 7 دعم التعلم، والقراءة، ومحو الأمية	12.23%	11.65%	12.75%	13.05%	12.62%	10.29%
س3. 10 دعم أهداف التنمية المستدامة والاحتياجات المجتمعية الحالية	11.78%	12.84%	9.51%	9.39%	12.54%	6.77%
س3. 6 تبني الابتكارات الرقمية	11.66%	13.62%	11.65%	13.51%	13.24%	9.44%
س3. 4 التفاعل والمشاركة المجتمعية	11.63%	9.14%	11.65%	11.89%	11.56%	13.97%
س3. 3 الشراكة والتعاون	11.00%	11.40%	12.93%	13.16%	10.29%	13.76%
س3. 5 الترويج والتسويق	6.60%	6.57%	8.08%	8.10%	7.37%	8.53%
س3. 8 قياس مدى الأثر	4.13%	3.97%	5.51%	5.03%	4.65%	8.75%
س3. 1 المناصرة وحشد الدعم	2.44%	8.60%	6.65%	5.19%	3.87%	9.29%

Chart 4.80 To do more – Workshop results in Middle East and North Africa

	MENA	AF	AO	EU	LAC	NA
س3. 6 تبني الابتكارات الرقمية	17.78%	6.45%	7.43%	10.00%	6.72%	
س3. 7 دعم التعلم، والقراءة، ومحو الأمية	15.56%	12.90%	12.84%	4.67%	14.29%	11.48%
س3. 3 الشراكة والتعاون	15.56%	8.60%	11.49%	15.33%	8.40%	13.11%
س3. 2 تدريب العاملين والقادة وتنمية مهاراتهم	13.33%	7.53%	11.49%	14.00%	11.76%	6.56%
س3. 4 التفاعل والمشاركة المجتمعية	11.11%	11.83%	12.16%	10.67%	12.61%	21.31%
س3. 5 الترويج والتسويق	6.67%	8.60%	4.73%	10.00%	7.56%	8.20%
س3. 13 الحصول على المنح	4.44%		2.70%	3.33%	3.36%	
س3. 10 دعم أهداف التنمية المستدامة والاحتياجات المجتمعية الحالية	4.44%	1.08%	0.68%	0.67%	3.36%	
س3. 1 المناصرة وحشد الدعم	4.44%	17.20%	13.51%	12.67%	9.24%	9.84%
س3. 11 حق الوصول الى المعلومات والحرية الفكرية	2.22%	7.53%	4.73%	2.00%	3.36%	1.64%
س3. 12 الاحتواء والمساواة	2.22%	4.30%	2.70%	3.33%	1.68%	6.56%
س3. 9 ترسيخ مبدأ البحث والابتكار	2.22%	5.38%	4.05%	5.33%	6.72%	8.20%
س3. 8 قياس مدى الأثر		1.08%	3.38%	4.67%	1.68%	8.20%
س3. 16 أماكن آمنة ويسهل الوصول اليها		2.15%	1.35%	0.67%	1.68%	1.64%

Chart 4.81 To do more – View of different groups in Middle East and North Africa

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س3. ما الذي يجب على المكتبات القيام به أكثر؟

الشرق الأوسط ودول شمال أفريقيا (النسبة وفقًا لمصدر المعلومات)

	MENA Total	GS	RW	NW
س3. 2 تدريب العاملين والقادة وتنمية مهاراتهم	14.39%	14.40%		12.50%
س3. 9 ترسيخ مبدأ البحث والابتكار	13.97%	14.13%		2.50%
س3. 7 دعم التعلم، والقراءة، ومحو الأمية	12.28%	12.23%		17.50%
س3. 6 تبني الابتكارات الرقمية	11.74%	11.66%		17.50%
س3. 10 دعم أهداف التنمية المستدامة والاحتياجات المجتمعية الحالية	11.68%	11.78%		2.50%
س3. 4 التفاعل والمشاركة المجتمعية	11.62%	11.63%		10.00%
س3. 3 الشراكة والتعاون	11.06%	11.00%		17.50%
س3. 5 الترويج والتسويق	6.60%	6.60%		7.50%
س3. 8 قياس مدى الأثر	4.07%	4.13%		
س3. 1 المناصرة وحشد الدعم	2.47%	2.44%		5.00%
س3. 13 الحصول على المنح	0.06%			2.50%
س3. 11 حق الوصول الى المعلومات والحرية الفكرية	0.03%			2.50%
س3. 12 الاحتواء والمساواة	0.03%			2.50%

Chart 4.82 To do less – Global online vote in Middle East and North Africa

	MENA	AF	AO	EU	LAC	NA
س4. 8 العمل المنفرد	13.83%	15.30%	12.82%	14.59%	15.26%	12.93%
س4. 5 عدم المرونة والبيروقراطية ووضع القيود الكثيرة	13.43%	12.06%	13.78%	14.02%	14.05%	14.28%
س4. 1 مقاومة التغيير والخوف منه	12.55%	13.96%	12.80%	13.59%	14.42%	13.58%
س4. 3 الاعتماد على المقتنيات فقط بدلاً من بحث احتياجات المجتمع	12.42%	10.43%	8.53%	8.53%	9.28%	7.99%
س4. 9 تقديم خدمات ومقتنيات متقادمة وغير متطورة	11.38%	10.53%	10.17%	9.44%	10.99%	10.53%
س4. 2 السلبية	10.37%	8.53%	10.38%	11.87%	11.74%	11.13%
س4. 6 صنع القرار بناءً على مجرد افتراضات	9.03%	7.89%	8.95%	5.62%	6.48%	10.25%
س4. 7 التكرار	8.51%	5.93%	6.96%	5.84%	4.18%	5.48%
س4. 4 الشكوى	4.35%	8.55%	7.06%	6.65%	5.79%	5.89%
س4. 10 الشعور بالخجل والضآلة	4.13%	6.82%	8.54%	9.86%	7.80%	7.95%

Chart 4.83 To do less – Workshop results in Middle East and North Africa

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س4. ما الذي يجب على المكتبات الحد من القيام به؟

ورش عمل / اجتماعات (النسبة وفقًا للإقليم)

	MENA	AF	AO	EU	LAC	NA
س4. 5 عدم المرونة والبيروقراطية ووضع القيود الكثيرة	44.44%	9.89%	21.99%	22.30%	16.38%	15.25%
س4. 2 السلبية	13.33%	10.99%	11.35%	9.46%	12.93%	22.03%
س4. 9 تقديم خدمات ومقتنيات متقادمة وغير متطورة	8.89%	28.57%	16.31%	10.14%	9.48%	8.47%
س4. 8 العمل المنفرد	6.67%	9.89%	4.96%	7.43%	7.76%	6.78%
س4. 11 تقبل الأمور دون مناقشة	6.67%	3.30%	8.51%	2.70%	7.76%	8.47%
س4. 3 الاعتماد على المقتنيات فقط بدلاً من بحث احتياجات المجتمع	6.67%	6.59%	1.42%	3.38%	6.03%	8.47%
س4. 1 مقاومة التغيير والخوف منه	4.44%	3.30%	9.93%	10.14%	9.48%	8.47%
س4. 7 التكرار	4.44%	1.10%	7.80%	12.16%	6.03%	10.17%
س4. 13 الإدارة الغير رشيدة للموارد البشرية	2.22%	8.79%	2.13%	1.35%	4.31%	3.39%
س4. 6 صُنع القرار بناءً على مجرد افتراضات	2.22%	2.20%	2.84%	4.73%	1.72%	5.08%
س4. 4 الشكوى		10.99%	4.26%	10.81%	5.17%	3.39%
س4. 12 التفرقة العنصرية		1.10%	7.09%		6.03%	
س4. 15 عدم وجود روح الفريق والاتحاد بين الموظفين وبين المهنيين أنفسهم				0.68%	5.17%	
س4. 14 الإدارة الغير رشيدة للشئون المالية				1.35%	0.86%	
س4. 10 الشعور بالخجل والضآلة		3.30%	1.42%	3.38%	0.86%	

Chart 4.84 To do less– View of different groups in Middle East and North Africa

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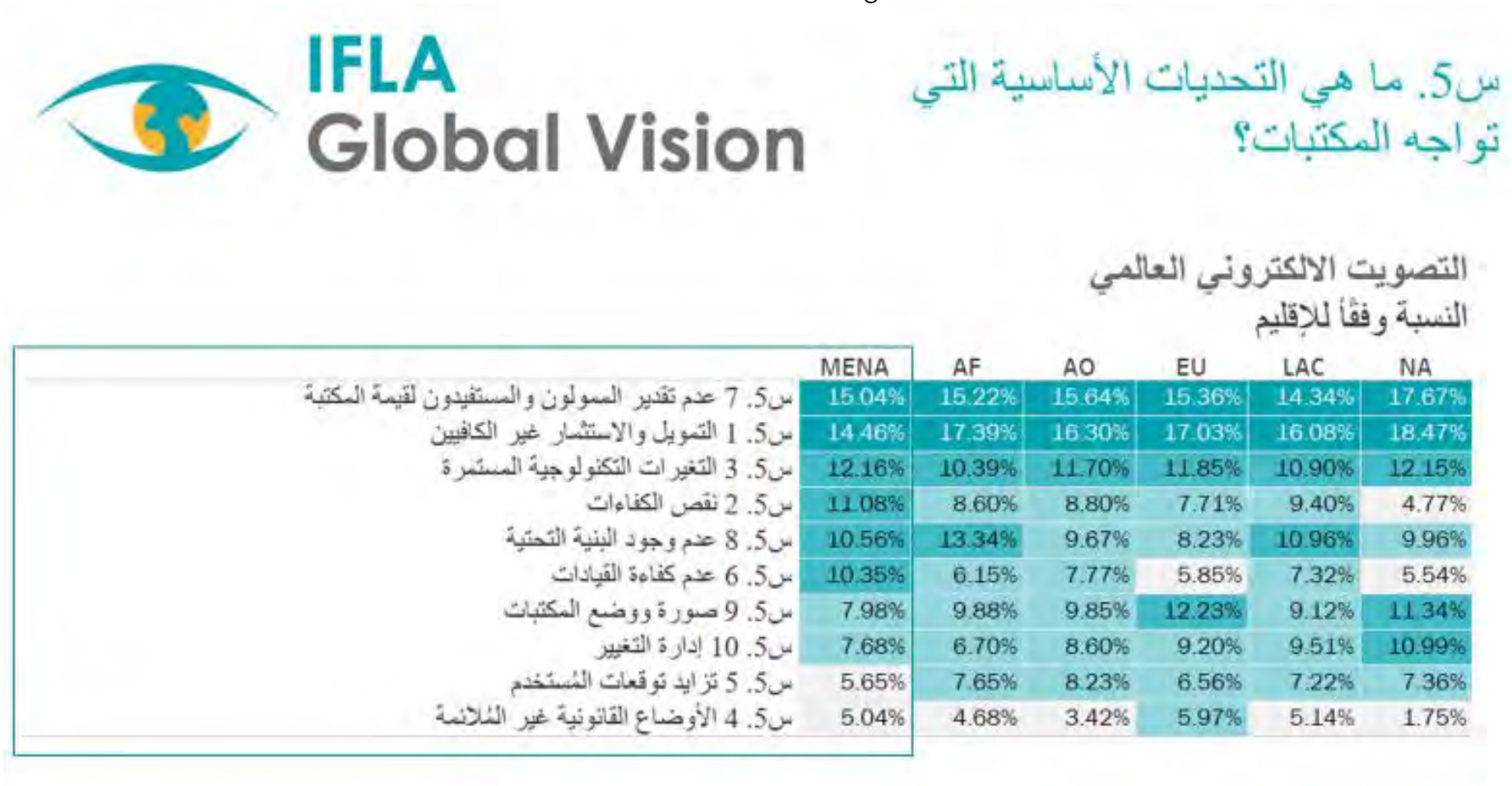
س4. ما الذي يجب على المكتبات الحد من القيام به؟

الشرق الأوسط ودول شمال أفريقيا (النسبة وفقًا لمصدر المعلومات)

	MENA Total	GS	RW	NW
س4. 5 عدم المرونة والبيروقراطية ووضع القيود الكثيرة	13.85%	13.43%		47.50%
س4. 8 العمل المنفرد	13.73%	13.83%		5.00%
س4. 1 مقاومة التغيير والخوف منه	12.44%	12.55%		5.00%
س4. 3 الاعتماد على المقتنيات فقط بدلاً من بحث احتياجات المجتمع	12.35%	12.42%		5.00%
س4. 9 تقديم خدمات ومقتنيات متقادمة وغير متطورة	11.35%	11.38%		10.00%
س4. 2 السلبية	10.41%	10.37%		10.00%
س4. 6 صنع القرار بناء على مجرد افتراضات	8.93%	9.03%		2.50%
س4. 7 التكرار	8.45%	8.51%		5.00%
س4. 4 الشكوى	4.29%	4.35%		
س4. 10 الشعور بالخجل والضآلة	4.07%	4.13%		
س4. 11 تقبل الأمور دون مناقشة	0.09%			7.50%
س4. 13 الإدارة الغير رشيدة للموارد البشرية	0.03%			2.50%

Chart 4.85 Main challenges – Global online vote in Middle East and North Africa



	MENA	AF	AO	EU	LAC	NA
س5. 7 عدم تقدير الممولون والمستفيدون لقيمة المكتبة	15.04%	15.22%	15.64%	15.36%	14.34%	17.67%
س5. 1 التمويل والاستثمار غير الكافيين	14.46%	17.39%	16.30%	17.03%	16.08%	18.47%
س5. 3 التغيرات التكنولوجية المستمرة	12.16%	10.39%	11.70%	11.85%	10.90%	12.15%
س5. 2 نقص الكفاءات	11.08%	8.60%	8.80%	7.71%	9.40%	4.77%
س5. 8 عدم وجود البنية التحتية	10.56%	13.34%	9.67%	8.23%	10.96%	9.96%
س5. 6 عدم كفاءة القيادات	10.35%	6.15%	7.77%	5.85%	7.32%	5.54%
س5. 9 صورة ووضع المكتبات	7.98%	9.88%	9.85%	12.23%	9.12%	11.34%
س5. 10 إدارة التغيير	7.68%	6.70%	8.60%	9.20%	9.51%	10.99%
س5. 5 تزايد توقعات المُستخدم	5.65%	7.65%	8.23%	6.56%	7.22%	7.36%
س5. 4 الأوضاع القانونية غير الملائمة	5.04%	4.68%	3.42%	5.97%	5.14%	1.75%

Chart 4.86 Main challenges – Workshop results in Middle East and North Africa

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س5. ما هي التحديات الأساسية التي تواجه المكتبات؟

ورش عمل / اجتماعات (النسبة وفقًا للإقليم)

	MENA	AF	AO	EU	LAC	NA
س5. 7 عدم تقدير الممولون والمستفيدون لقيمة المكتبة	20.00%	5.32%	7.38%	7.80%	5.93%	7.69%
س5. 1 التمويل والاستثمار غير الكافيين	20.00%	22.34%	16.78%	17.73%	11.02%	18.46%
س5. 2 نقص الكفاءات	15.56%	19.15%	14.77%	11.35%	10.17%	6.15%
س5. 6 عدم كفاءة القيادات	6.67%	6.38%	3.36%	5.67%	3.39%	1.54%
س5. 4 الأوضاع القانونية غير الملائمة	6.67%	1.06%	6.71%	5.67%	3.39%	3.08%
س5. 13 المساهمة في الاحتواء والتكامل مع كافة المواطنين وفئات المجتمع	6.67%	6.38%	4.03%	2.84%	11.02%	4.62%
س5. 15 التعاون	4.44%	1.06%	3.36%	0.71%	6.78%	3.08%
س5. 8 عدم وجود البنية التحتية	4.44%	17.02%	5.37%	2.84%	6.78%	3.08%
س5. 14 التأكيد على المساواة والحرية في إمكانية الوصول الى المعلومات	4.44%		2.68%	2.13%	2.54%	6.15%
س5. 3 التغيرات التكنولوجية المستمرة	4.44%	5.32%	10.07%	14.89%	10.17%	10.77%
س5. 11 محو الأمية المعلوماتية	2.22%	2.13%	2.01%	4.26%	3.39%	4.62%
س5. 10 إدارة التغيير	2.22%	6.38%	7.38%	8.51%	8.47%	7.69%
س5. 9 صورة ووضع المكتبات	2.22%	4.26%	2.68%	4.96%	3.39%	9.23%
س5. 16 مواكبة التطور		2.13%	4.70%	3.55%	3.39%	6.15%
س5. 12 القدرة والكفاءة على حشد الدعم والمناصرة		1.06%	2.01%	3.55%	8.47%	6.15%

Chart 4.87 Main challenges – View of different groups in Middle East and North Africa

	MENA Total	GS	RW	NW
س5. 7 عدم تقدير الممولون والمستفيدون لقيمة المكتبة	15.11%	15.04%		20.00%
س5. 1 التمويل والاستثمار غير الكافيين	14.54%	14.46%		20.00%
س5. 3 التغيرات التكنولوجية المستمرة	12.05%	12.16%		5.00%
س5. 2 نقص الكفاءات	11.14%	11.08%		17.50%
س5. 8 عدم وجود البنية التحتية	10.48%	10.56%		2.50%
س5. 6 عدم كفاءة القيادات	10.30%	10.35%		5.00%
س5. 9 صورة ووضع المكتبات	7.90%	7.98%		
س5. 10 إدارة التغيير	7.60%	7.68%		2.50%
س5. 5 تزايد توقعات المستخدم	5.57%	5.65%		
س5. 4 الأوضاع القانونية غير الملائمة	5.06%	5.04%		7.50%
س5. 13 المساهمة في الاحتواء والتكامل مع كافة المواطنين وفئات المجتمع	0.09%			7.50%
س5. 14 التأكيد على المساواة والحرية في إمكانية الوصول الى المعلومات	0.06%			5.00%
س5. 15 التعاون	0.06%			5.00%
س5. 11 محو الأمية المعلوماتية	0.03%			2.50%

Chart 4.88 Characteristics of a united library field – Global online vote in Middle East and North Africa

	MENA	AF	AO	EU	LAC	NA
س6. 6 استخدام أفضل وأكثر كفاءة للمصادر والتكنولوجيا	14.69%	13.82%	14.90%	14.97%	13.74%	14.83%
س6. 7 الالتزام بتقديم تعليم جيد في مجال علوم المكتبات والمعلومات	13.17%	13.22%	10.75%	9.80%	12.07%	8.66%
س6. 5 قوة التعاون والمشاركة	12.93%	13.32%	13.94%	13.83%	12.33%	14.42%
س6. 10 تمكين المكتبات مما يؤدي الى مُجتمعات متعلمة ومُستنيرة يشارك فيها الجم..	12.56%	12.60%	13.21%	13.65%	13.77%	13.47%
س6. 1 ارتباط الرؤية العالمية باستراتيجيات قوية على المستوى الوطني	10.62%	12.17%	10.72%	9.51%	11.83%	9.38%
س6. 9 شعور الموظفون بحافز قوي يدفعهم للعمل	10.50%	8.36%	8.99%	11.38%	8.11%	7.30%
س6. 2 وحدة صوت المكتبات من أجل المناصرة وحشد الدعم	7.83%	10.62%	9.04%	9.12%	7.79%	9.56%
س6. 8 قوة القيادات على جميع المستويات	7.19%	8.96%	9.27%	5.69%	7.92%	8.86%
س6. 3 الاعتماد على نقاط القوة لدى الجميع	6.07%	4.80%	5.83%	6.67%	6.14%	8.47%
س6. 4 عدم وجود حواجز	4.43%	2.14%	3.33%	5.37%	6.31%	5.06%

Chart 4.89 Characteristics of a united library field – Workshop results in Middle East and North Africa

	MENA	AF	AO	EU	LAC	NA
س6. 6 استخدام أفضل وأكثر كفاءة للمصادر والتكنولوجيا	24.44%	17.78%	21.53%	10.45%	11.86%	9.52%
س6. 1 ارتباط الرؤية العالمية باستراتيجيات قوية على المستوى الوطني	17.78%	13.33%	13.19%	12.69%	12.71%	17.46%
س6. 16 الابتكار	11.11%	1.11%	2.08%	3.73%	5.08%	4.76%
س6. 10 تمكين المكتبات مما يؤدي الى مُجتمعات متعلمة ومُستنيرة يشارك فيها الجم..	8.89%	5.56%	4.86%	9.70%	3.39%	6.35%
س6. 5 قوة التعاون والمشاركة	8.89%	21.11%	13.89%	14.93%	13.56%	17.46%
س6. 7 الالتزام بتقديم تعليم جيد في مجال علوم المكتبات والمعلومات	6.67%	5.56%	7.64%	6.72%	7.63%	4.76%
س6. 13 توحيد المعايير	4.44%	4.44%	2.78%		4.24%	
س6. 2 وحدة صوت المكتبات من أجل المناصرة وحشد الدعم	4.44%	7.78%	11.11%	13.43%	11.86%	14.29%
س6. 3 الاعتماد على نقاط القوة لدى الجميع	4.44%	6.67%	8.33%	5.22%	7.63%	14.29%
س6. 14 جمعيات مكتبات قوية	2.22%	2.22%	1.39%	3.73%	2.54%	
س6. 8 قوة القيادات على جميع المستويات	2.22%	1.11%	3.47%	3.73%	5.08%	
س6. 17 التفاعل مع المحيطين	2.22%		2.08%	2.99%	1.69%	1.59%
س6. 12 الشفافية	2.22%		1.39%	2.24%		1.59%
س6. 9 شعور الموظفون بحافز قوي يدفعهم للعمل		1.11%	1.39%	2.24%	1.69%	4.76%
س6. 11 المسئولية المجتمعية		2.22%	0.69%	0.75%	1.69%	1.59%

Chart 4.90 Characteristics of a united library field – View of different groups in Middle East and North Africa

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س6. ما هي سمات مجال المكتبات الموحد؟

الشرق الأوسط ودول شمال أفريقيا (النسبة وفقًا لمصدر المعلومات)

	MENA Total	GS	RW	NW
س6. 6 استخدام أفضل وأكثر كفاءة للمصادر والتكنولوجيا	14.82%	14.69%		25.00%
س6. 7 الالتزام بتقديم تعليم جيد في مجال علوم المكتبات والمعلومات	13.08%	13.17%		7.50%
س6. 5 قوة التعاون والمشاركة	12.87%	12.93%		10.00%
س6. 10 تمكين المكتبات مما يؤدي الى مُجتمعات متعلمة ومُستنيرة يشارك فيها الجميع	12.51%	12.56%		7.50%
س6. 1 ارتباط الرؤية العالمية باستراتيجيات قوية على المستوى الوطني	10.72%	10.62%		20.00%
س6. 9 شعور الموظفون بحافز قوي يدفعهم للعمل	10.36%	10.50%		
س6. 2 وحدة صوت المكتبات من أجل المناصرة وحشد الدعم	7.78%	7.83%		2.50%
س6. 8 قوة القيادات على جميع المستويات	7.13%	7.19%		2.50%
س6. 3 الاعتماد على نقاط القوة لدى الجميع	6.05%	6.07%		5.00%
س6. 4 عدم وجود حواجز	4.37%	4.43%		
س6. 16 الابتكار	0.15%			12.50%
س6. 13 توحيد المعايير	0.06%			2.50%
س6. 14 جمعيات مكتبات قوية	0.03%			2.50%
س6. 17 التفاعل مع المحيطين	0.03%			2.50%
س6. 12 الشفافية	0.03%			

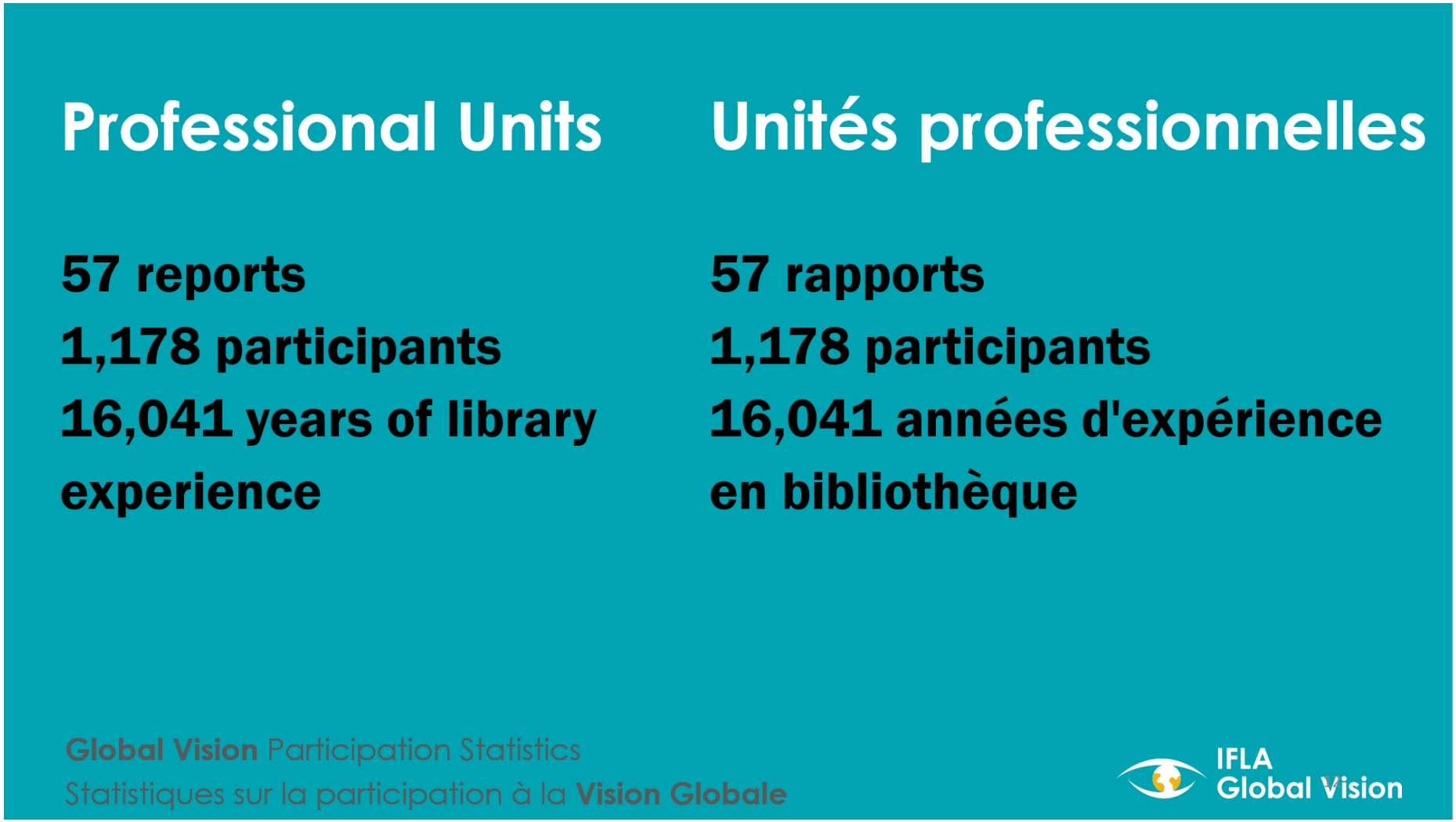
FRENCH

Translation of the picture on page 7 of the Global Vision Report

The Global Vision roadmap -translation from page 8 of the Global Vision Report

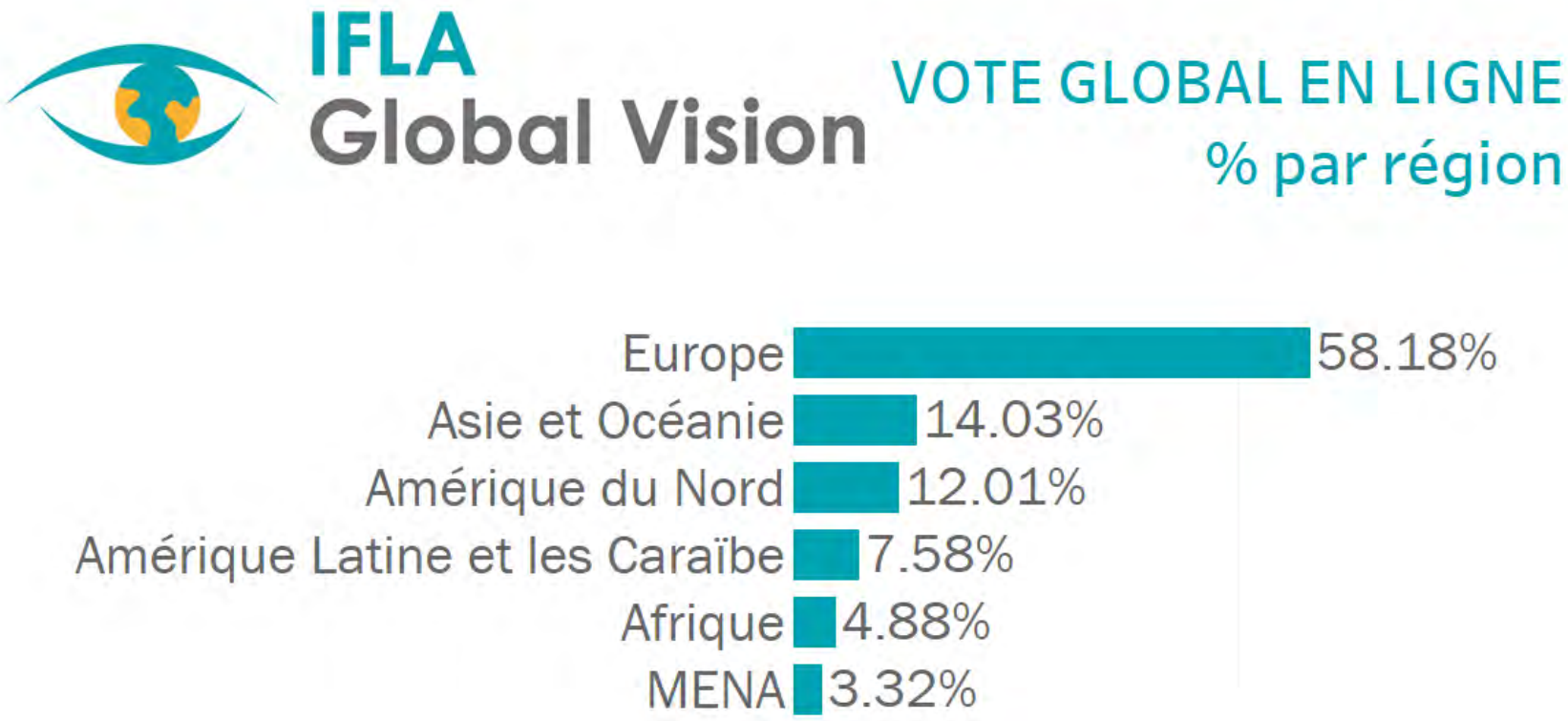
1Pic. 1.7 Statistics from the kick-off workshop 2017

Pic. 1.8 Statistics from the IFLA-led Regional workshops 2017



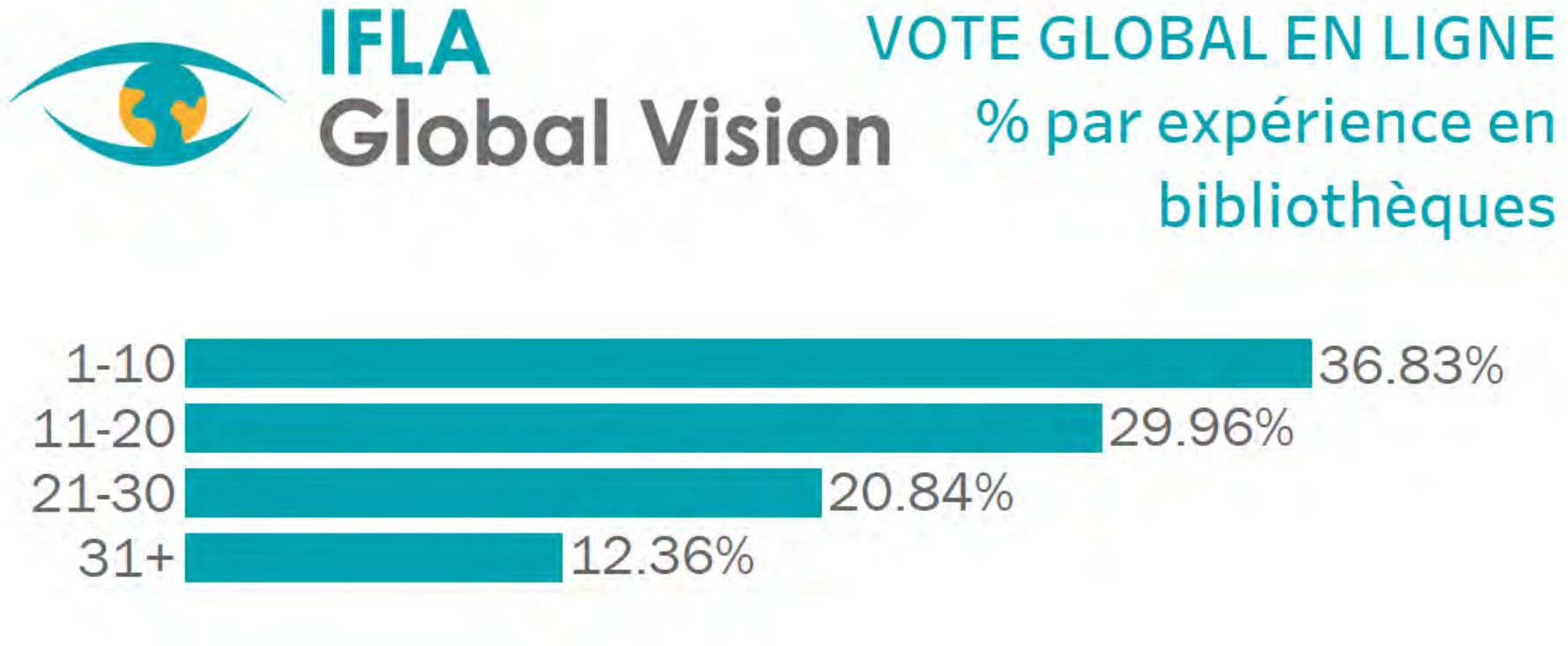
Pic. 1.9 Statistics from the IFLA Professional Units' discussions

Pic. 1.10 Statistics from National Global Vision workshops



Pic. 1.13.1 The Participation Statistics of the Global Vision online voting by region

Pic. 1.13.2 The Participation Statistics of the Global Vision online voting by library type



Pic. 1.13.2 The Participation Statistics of the Global Vision online voting by library experience

Pic. 1.15 The Global Vision Statistics Participation in total. The Global Dimension.

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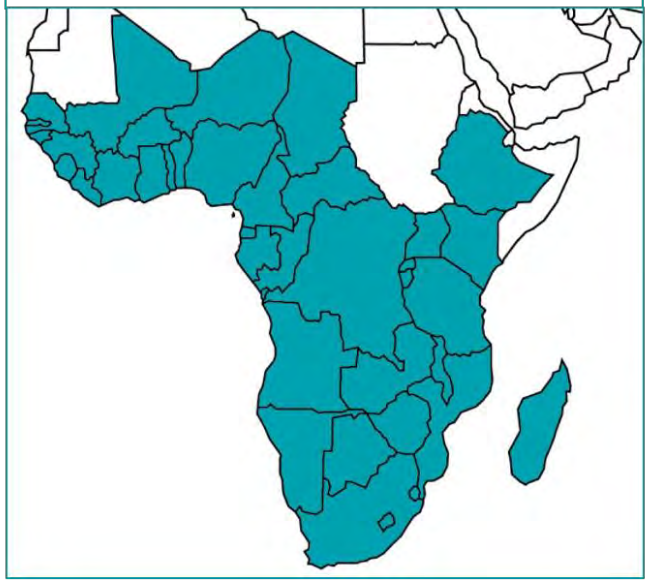
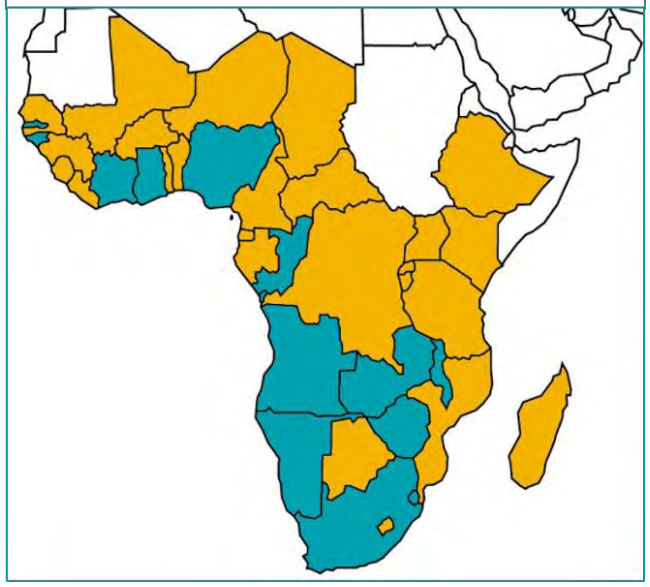
STATISTIQUES SUR LA PARTICIPATION
Afrique

VOTE GLOBAL EN LIGNE
911 réponses provenant de tous les Etats Membres africains des Nations Unies (42)



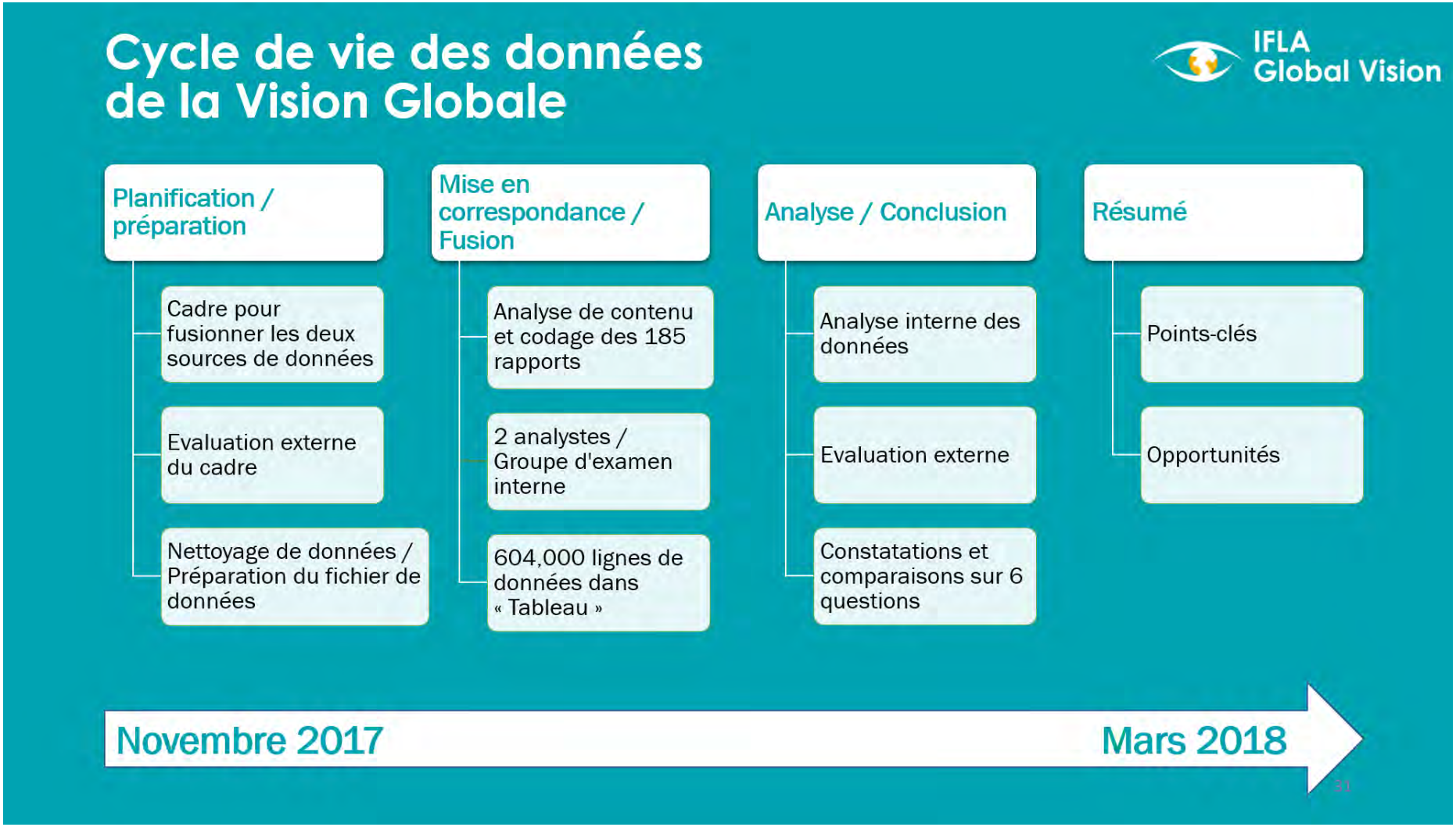
ATELIERS/REUNIONS
18 rapports provenant de 15 sur les 42 Etats Membres africains des Nations Unies



RAPPORTS de:

Angola / Congo / Côte d'Ivoire / Gambie / Ghana / Guinée-Bissau / Malawi / Maurice / Namibie / Nigéria / Seychelles / Afrique du Sud / Kingdom of Eswatini / Zambie / Zimbabwe

Pic. 1.118 Participation Statistics to the Global Vision discussion from Africa



Pic. 2.2 The Global Vision Data Cycle

Pic. 2.3 The Global Vision questions

Chart 3.1 Core values of libraries – Global Top Five

Chart 3.11 Top five core values – Africa

Chart 3.25 Exceptionally good at – Global Top Five

Chart 3.35 Top five exceptionally good at – Africa

Chart 3.49 To do more – Global Top Five

Chart 3.59 Top five to do more – Africa

Chart 3.73 To do less – Global Top Five

Chart 3.83 Top five to do less – Africa

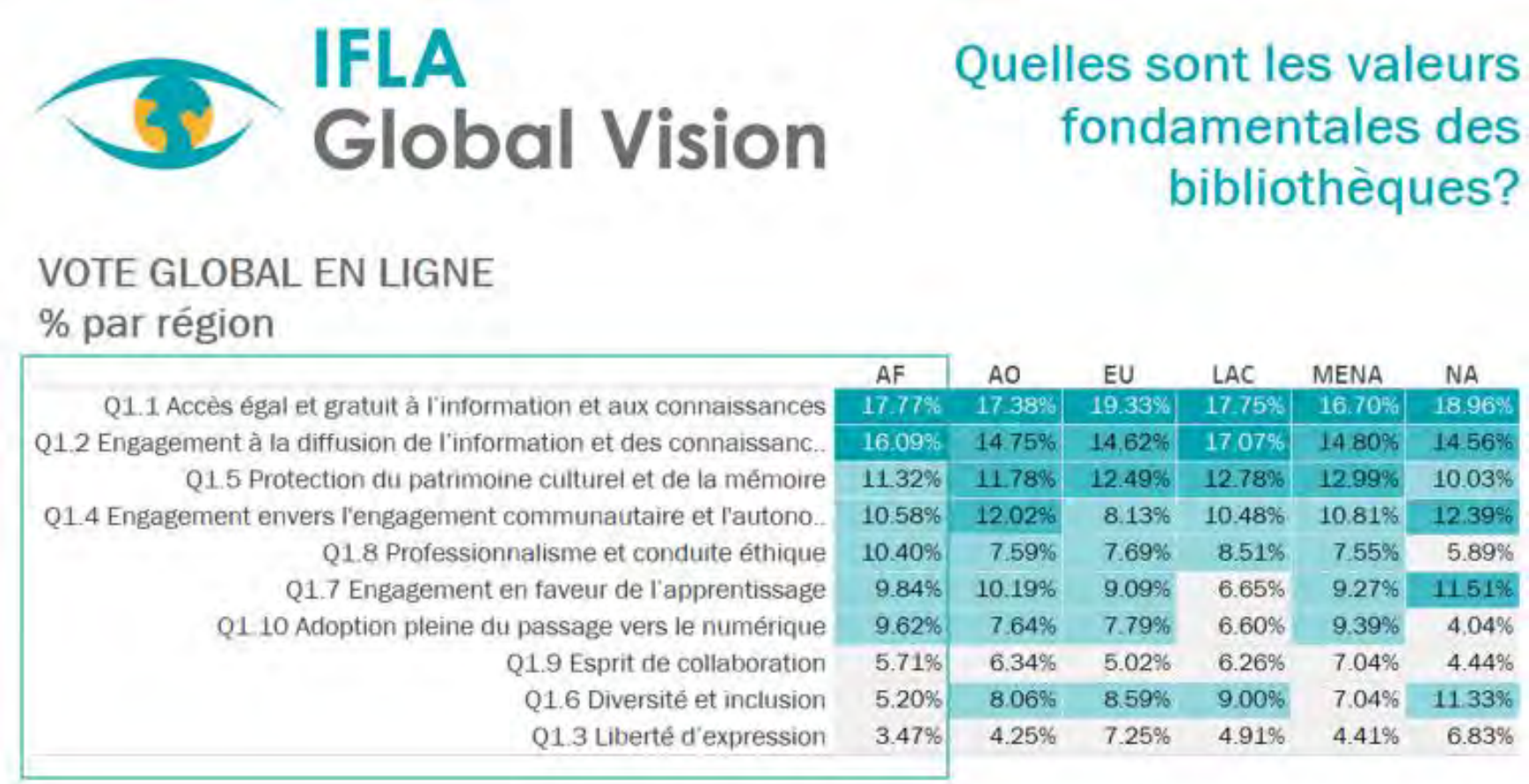
Chart 3.97 Main challenges – Global Top Five

Chart 3.107 Top five main challenges – Africa

Chart 3.121 Characteristics of a united library field – Global Top Five

Chart 3.131 Top five characteristics of a united library field – Africa

Chart 4.1 Core values of libraries – Global online vote in Africa



	AF	AO	EU	LAC	MENA	NA
Q1.1 Accès égal et gratuit à l'information et aux connaissances	17.77%	17.38%	19.33%	17.75%	16.70%	18.96%
Q1.2 Engagement à la diffusion de l'information et des connaissanc..	16.09%	14.75%	14.62%	17.07%	14.80%	14.56%
Q1.5 Protection du patrimoine culturel et de la mémoire	11.32%	11.78%	12.49%	12.78%	12.99%	10.03%
Q1.4 Engagement envers l'engagement communautaire et l'autono..	10.58%	12.02%	8.13%	10.48%	10.81%	12.39%
Q1.8 Professionnalisme et conduite éthique	10.40%	7.59%	7.69%	8.51%	7.55%	5.89%
Q1.7 Engagement en faveur de l'apprentissage	9.84%	10.19%	9.09%	6.65%	9.27%	11.51%
Q1.10 Adoption pleine du passage vers le numérique	9.62%	7.64%	7.79%	6.60%	9.39%	4.04%
Q1.9 Esprit de collaboration	5.71%	6.34%	5.02%	6.26%	7.04%	4.44%
Q1.6 Diversité et inclusion	5.20%	8.06%	8.59%	9.00%	7.04%	11.33%
Q1.3 Liberté d'expression	3.47%	4.25%	7.25%	4.91%	4.41%	6.83%

Chart 4.2 Core values of libraries – Workshop results in Africa

IFLA Global Vision

Quelles sont les valeurs fondamentales des bibliothèques?

ATELIERS/REUNIONS (% par région)

	AF	AO	EU	LAC	MENA	NA
Q1.1 Accès égal et gratuit à l'information et aux connaissances	16.30%	18.67%	21.33%	11.02%	17.78%	25.93%
Q1.4 Engagement envers l'engagement communautaire et l'autono..	14.13%	17.33%	10.00%	18.64%	11.11%	14.81%
Q1.8 Professionnalisme et conduite éthique	11.96%	2.67%	8.00%	16.95%	13.33%	1.85%
Q1.7 Engagement en faveur de l'apprentissage	11.96%	14.67%	12.67%	8.47%	15.56%	22.22%
Q1.5 Protection du patrimoine culturel et de la mémoire	8.70%	9.33%	6.67%	5.93%	4.44%	1.85%
Q1.2 Engagement à la diffusion de l'information et des connaissanc..	8.70%	7.33%	6.67%	6.78%	6.67%	1.85%
Q1.6 Diversité et inclusion	8.70%	7.33%	7.33%	15.25%	13.33%	7.41%
Q1.9 Esprit de collaboration	6.52%	4.00%	1.33%	4.24%	2.22%	1.85%
Q1.3 Liberté d'expression	5.43%	1.33%	5.33%	2.54%		9.26%
Q1.13 Innovation	4.35%	3.33%	1.33%	2.54%	6.67%	
Q1.10 Adoption pleine du passage vers le numérique	1.09%	1.33%	2.00%	0.85%		
Q1.11 Espace sécurisé et accessible	1.09%	5.33%	7.33%	2.54%	2.22%	5.56%
Q1.12 Sources authentiques et fiables / Transparence dans l'infor..	1.09%	4.67%	7.33%	2.54%	4.44%	5.56%
Q1.14 Résilience et adaptabilité au changement		2.67%	2.67%	1.69%	2.22%	1.85%

Chart 4.3 Core values of libraries – View of different groups in Africa

IFLA Global Vision

Quelles sont les valeurs fondamentales des bibliothèques?

Afrique (% par source de données)

	AF Total	GS	PU	RW	NW
Q1.1 Accès égal et gratuit à l'information et aux connaissances	17.75%	17.77%			16.09%
Q1.2 Engagement à la diffusion de l'information et des connaissances	15.94%	16.09%			8.05%
Q1.5 Protection du patrimoine culturel et de la mémoire	11.27%	11.32%			9.20%
Q1.4 Engagement envers l'engagement communautaire et l'autonomisation	10.65%	10.58%			13.79%
Q1.8 Professionnalisme et conduite éthique	10.42%	10.40%			11.49%
Q1.7 Engagement en faveur de l'apprentissage	9.88%	9.84%			12.64%
Q1.10 Adoption pleine du passage vers le numérique	9.44%	9.62%			1.15%
Q1.9 Esprit de collaboration	5.72%	5.71%			5.75%
Q1.6 Diversité et inclusion	5.27%	5.20%			9.20%
Q1.3 Liberté d'expression	3.54%	3.47%			5.75%
Q1.13 Innovation	0.08%				4.60%
Q1.11 Espace sécurisé et accessible	0.02%				1.15%
Q1.12 Sources authentiques et fiables / Transparence dans l'information	0.02%				1.15%

Chart 4.4 Exceptionally good at – Global online vote in Africa

IFLA Global Vision

En quoi les bibliothèques sont-elles excellentes?

VOTE GLOBAL EN LIGNE
% par région

	AF	AO	EU	LAC	MENA	NA
Q2.5 Soutenir l'apprentissage, l'alphabétisation et la lecture	15.58%	16.33%	15.06%	13.98%	11.42%	17.36%
Q2.1 Offrir de possibilités d'accès à l'information et aux connaissan..	14.49%	15.97%	17.44%	15.49%	15.60%	17.36%
Q2.3 Diffusion et partage des informations et des connaissances	13.45%	11.61%	12.41%	12.79%	12.78%	11.15%
Q2.2 Organisation de l'information et des connaissances	13.30%	12.13%	11.79%	12.21%	12.84%	12.94%
Q2.8 Favoriser la recherche et l'innovation	10.52%	6.88%	5.28%	10.96%	11.92%	5.59%
Q2.10 Fournir l'accès et soutenir à l'utilisation des technologies de ..	10.05%	9.55%	8.70%	10.78%	9.99%	6.67%
Q2.4 Préservation et Iconservation du patrimoine culturel et de la m..	9.52%	9.61%	11.30%	10.50%	10.82%	8.01%
Q2.7 Offrir des espaces non commerciaux sécurisés pour les partic..	4.97%	9.17%	10.80%	4.79%	5.90%	13.62%
Q2.9 Contribuer au développement économique	4.71%	2.39%	1.10%	2.53%	3.56%	1.89%
Q2.6 Développer et fournir des services inclusifs	3.42%	6.35%	6.12%	5.98%	5.16%	5.43%

Chart 4.5 Exceptionally good at – Workshop results in Africa

IFLA Global Vision

En quoi les bibliothèques sont-elles excellentes?

ATELIERS/REUNIONS (% par région)

	AF	AO	EU	LAC	MENA	NA
Q2.5 Soutenir l'apprentissage, l'alphabétisation et la lecture	21.51%	15.86%	14.86%	11.02%	13.33%	19.57%
Q2.3 Diffusion et partage des informations et des connaissances	15.05%	11.03%	6.76%	5.93%	11.11%	4.35%
Q2.12 Engagement communautaire	9.68%	6.21%	4.73%	11.86%	2.22%	13.04%
Q2.4 Préservation et Iconservation du patrimoine culturel et de la m..	9.68%	10.34%	8.78%	7.63%	8.89%	2.17%
Q2.2 Organisation de l'information et des connaissances	8.60%	12.41%	10.81%	9.32%	2.22%	4.35%
Q2.1 Offrir de possibilités d'accès à l'information et aux connaissan..	8.60%	9.66%	20.95%	15.25%	22.22%	13.04%
Q2.6 Développer et fournir des services inclusifs	6.45%	5.52%	13.51%	5.93%	11.11%	4.35%
Q2.7 Offrir des espaces non commerciaux sécurisés pour les partic..	5.38%	8.28%	6.76%	8.47%	6.67%	13.04%
Q2.10 Fournir l'accès et soutenir à l'utilisation des technologies de ..	4.30%	2.76%		2.54%	8.89%	2.17%
Q2.13 Etablir des relations	3.23%	2.07%	2.70%	5.93%		6.52%
Q2.16 Personnel professionnel motivé et dévoué	3.23%	3.45%	2.03%	5.93%	2.22%	
Q2.8 Favoriser la recherche et l'innovation	2.15%	8.28%	2.70%	4.24%	4.44%	8.70%
Q2.17 Mesure et évaluation	1.08%	0.69%				
Q2.15 Plaidoyer	1.08%	2.07%	2.70%			4.35%

Chart 4.6 Exceptionally good at – View of different groups in Africa

	AF Total	GS	PU	RW	NW
Q2.5 Soutenir l'apprentissage, l'alphabétisation et la lecture	15.66%	15.58%			21.59%
Q2.1 Offrir de possibilités d'accès à l'information et aux connaissances	14.40%	14.49%			7.95%
Q2.3 Diffusion et partage des informations et des connaissances	13.48%	13.45%			15.91%
Q2.2 Organisation de l'information et des connaissances	13.21%	13.30%			9.09%
Q2.8 Favoriser la recherche et l'innovation	10.37%	10.52%			2.27%
Q2.10 Fournir l'accès et soutenir à l'utilisation des technologies de l'informa..	9.95%	10.05%			3.41%
Q2.4 Préservation et lconservation du patrimoine culturel et de la mémoire	9.50%	9.52%			9.09%
Q2.7 Offrir des espaces non commerciaux sécurisés pour les particuliers et l..	4.99%	4.97%			4.55%
Q2.9 Contribuer au développement économique	4.61%	4.71%			
Q2.6 Développer et fournir des services inclusifs	3.49%	3.42%			6.82%
Q2.12 Engagement communautaire	0.18%				10.23%
Q2.13 Etablir des relations	0.06%				3.41%
Q2.16 Personnel professionnel motivé et dévoué	0.06%				3.41%
Q2.17 Mesure et évaluation	0.02%				1.14%
Q2.15 Plaidoyer	0.02%				1.14%

Chart 4.7 To do more – Global online vote in Africa

IFLA Global Vision

Qu'est-ce que les bibliothèques devraient pratiquer davantage?

VOTE GLOBAL EN LIGNE
% par région

	AF	AO	EU	LAC	MENA	NA
Q3.6 Adopter l'innovation numérique	13.62%	11.65%	13.51%	13.24%	11.66%	9.44%
Q3.10 Soutenir les Objectifs de développement durable (ODD) et le..	12.84%	9.51%	9.39%	12.54%	11.78%	6.77%
Q3.2 Formation et perfectionnement du personnel et des dirigeants	11.67%	11.68%	11.51%	10.05%	14.40%	10.84%
Q3.7 Soutenir l'apprentissage, l'alphabétisation et la lecture	11.65%	12.75%	13.05%	12.62%	12.23%	10.29%
Q3.3 Partenariat et collaboration	11.40%	12.93%	13.16%	10.29%	11.00%	13.76%
Q3.9 Favoriser la recherche et l'innovation	10.54%	9.59%	9.17%	13.82%	14.13%	8.35%
Q3.4 Engagement communautaire	9.14%	11.65%	11.89%	11.56%	11.63%	13.97%
Q3.1 Le plaidoyer	8.60%	6.65%	5.19%	3.87%	2.44%	9.29%
Q3.5 Promotion et marketing	6.57%	8.08%	8.10%	7.37%	6.60%	8.53%
Q3.8 Mesure l'impact	3.97%	5.51%	5.03%	4.65%	4.13%	8.75%

Chart 4.8 To do more – Workshop results in Africa

IFLA Global Vision

Qu'est-ce que les bibliothèques devraient pratiquer davantage?

ATELIERS/REUNIONS (% par région)

	AF	AO	EU	LAC	MENA	NA
Q3.1 Le plaidoyer	17.20%	13.51%	12.67%	9.24%	4.44%	9.84%
Q3.7 Soutenir l'apprentissage, l'alphabétisation et la lecture	12.90%	12.84%	4.67%	14.29%	15.56%	11.48%
Q3.4 Engagement communautaire	11.83%	12.16%	10.67%	12.61%	11.11%	21.31%
Q3.5 Promotion et marketing	8.60%	4.73%	10.00%	7.56%	6.67%	8.20%
Q3.3 Partenariat et collaboration	8.60%	11.49%	15.33%	8.40%	15.56%	13.11%
Q3.11 Accès à l'information et Liberté intellectuelle	7.53%	4.73%	2.00%	3.36%	2.22%	1.64%
Q3.2 Formation et perfectionnement du personnel et des dirigeants	7.53%	11.49%	14.00%	11.76%	13.33%	6.56%
Q3.6 Adopter l'innovation numérique	6.45%	7.43%	10.00%	6.72%	17.78%	
Q3.15 Conservation et préservation du patrimoine culturel et de la ..	5.38%	1.35%	0.67%	2.52%		1.64%
Q3.9 Favoriser la recherche et l'innovation	5.38%	4.05%	5.33%	6.72%	2.22%	8.20%
Q3.12 Inclusivité et égalité	4.30%	2.70%	3.33%	1.68%	2.22%	6.56%
Q3.16 Espaces sécurisés et accessibles	2.15%	1.35%	0.67%	1.68%		1.64%
Q3.8 Mesure l'impact	1.08%	3.38%	4.67%	1.68%		8.20%
Q3.10 Soutenir les Objectifs de développement durable (ODD) et le..	1.08%	0.68%	0.67%	3.36%	4.44%	
Q3.13 Collecte de fonds		2.70%	3.33%	3.36%	4.44%	

Chart 4.9 To do more – View of different groups in Africa

IFLA Global Vision

Qu'est-ce que les bibliothèques devraient pratiquer davantage?

Afrique (% par source de données)

	AF Total	GS	PU	RW	NW
Q3.6 Adopter l'innovation numérique	13.48%	13.62%			5.68%
Q3.10 Soutenir les Objectifs de développement durable (ODD) et les besoins..	12.60%	12.84%			1.14%
Q3.7 Soutenir l'apprentissage, l'alphabétisation et la lecture	11.67%	11.65%			12.50%
Q3.2 Formation et perfectionnement du personnel et des dirigeants	11.61%	11.67%			6.82%
Q3.3 Partenariat et collaboration	11.37%	11.40%			9.09%
Q3.9 Favoriser la recherche et l'innovation	10.44%	10.54%			5.68%
Q3.4 Engagement communautaire	9.19%	9.14%			12.50%
Q3.1 Le plaidoyer	8.75%	8.60%			17.05%
Q3.5 Promotion et marketing	6.63%	6.57%			7.95%
Q3.8 Mesure l'impact	3.91%	3.97%			1.14%
Q3.11 Accès à l'information et Liberté intellectuelle	0.14%				7.95%
Q3.15 Conservation et préservation du patrimoine culturel et de la mémoire	0.10%				5.68%
Q3.12 Inclusivité et égalité	0.08%				4.55%
Q3.16 Espaces sécurisés et accessibles	0.04%				2.27%

Chart 4.10 To do less – Global online vote in Africa

IFLA Global Vision

Qu'est-ce que les bibliothèques devraient faire moins?

VOTE GLOBAL EN LIGNE
% par région

	AF	AO	EU	LAC	MENA	NA
Q4.8 Travailler de manière isolée	15.30%	12.82%	14.59%	15.26%	13.83%	12.93%
Q4.1 Résister et craindre le changement	13.96%	12.80%	13.59%	14.42%	12.55%	13.58%
Q4.5 Être inflexible, bureaucratique et appliquer trop de restrictions	12.06%	13.78%	14.02%	14.05%	13.43%	14.28%
Q4.9 Maintenir de services et de collections dépassés	10.53%	10.17%	9.44%	10.99%	11.38%	10.53%
Q4.3 S'appuyer sur les collections plutôt que sur les besoins de la c..	10.43%	8.53%	8.53%	9.28%	12.42%	7.99%
Q4.4 Se plaindre	8.55%	7.06%	6.65%	5.79%	4.35%	5.89%
Q4.2 Avoir une approche passive	8.53%	10.38%	11.87%	11.74%	10.37%	11.13%
Q4.6 Prise de décisions basées sur de présomptions	7.89%	8.95%	5.62%	6.48%	9.03%	10.25%
Q4.10 Être timide et humble	6.82%	8.54%	9.86%	7.80%	4.13%	7.95%
Q4.7 Dupliquer	5.93%	6.96%	5.84%	4.18%	8.51%	5.48%

Chart 4.11 To do less – Workshop results in Africa

IFLA Global Vision

Qu'est-ce que les bibliothèques devraient faire moins?

ATELIERS/REUNIONS (% par région)

	AF	AO	EU	LAC	MENA	NA
Q4.9 Maintenir de services et de collections dépassés	28.57%	16.31%	10.14%	9.48%	8.89%	8.47%
Q4.4 Se plaindre	10.99%	4.26%	10.81%	5.17%		3.39%
Q4.2 Avoir une approche passive	10.99%	11.35%	9.46%	12.93%	13.33%	22.03%
Q4.8 Travailler de manière isolée	9.89%	4.96%	7.43%	7.76%	6.67%	6.78%
Q4.5 Être inflexible, bureaucratique et appliquer trop de restrictions	9.89%	21.99%	22.30%	16.38%	44.44%	15.25%
Q4.13 Gestion inefffficace des Ressources Humaines	8.79%	2.13%	1.35%	4.31%	2.22%	3.39%
Q4.3 S'appuyer sur les collections plutôt que sur les besoins de la c..	6.59%	1.42%	3.38%	6.03%	6.67%	8.47%
Q4.10 Être timide et humble	3.30%	1.42%	3.38%	0.86%		
Q4.1 Résister et craindre le changement	3.30%	9.93%	10.14%	9.48%	4.44%	8.47%
Q4.11 Accepter des choses sans poser de questions	3.30%	8.51%	2.70%	7.76%	6.67%	8.47%
Q4.6 Prise de décisions basées sur de présomptions	2.20%	2.84%	4.73%	1.72%	2.22%	5.08%
Q4.12 Discrimination	1.10%	7.09%		6.03%		
Q4.7 Dupliquer	1.10%	7.80%	12.16%	6.03%	4.44%	10.17%
Q4.15 Désunité parmi le personnel et dans la profession			0.68%	5.17%		
Q4.14 Gestion financière inefficace			1.35%	0.86%		

Chart 4.12 To do less– View of different groups in Africa

IFLA Global Vision

Qu'est-ce que les bibliothèques devraient faire moins?

Afrique (% par source de données)

	AF Total	GS	PU	RW	NW
Q4.8 Travailler de manière isolée	15.19%	15.30%			9.30%
Q4.1 Résister et craindre le changement	13.76%	13.96%			3.49%
Q4.5 Être inflexible, bureaucratique et appliquer trop de restrictions	12.02%	12.06%			10.47%
Q4.9 Maintenir de services et de collections dépassés	10.88%	10.53%			30.23%
Q4.3 S'appuyer sur les collections plutôt que sur les besoins de la commu..	10.36%	10.43%			5.81%
Q4.4 Se plaindre	8.60%	8.55%			10.47%
Q4.2 Avoir une approche passive	8.58%	8.53%			10.47%
Q4.6 Prise de décisions basées sur de présomptions	7.77%	7.89%			2.33%
Q4.10 Être timide et humble	6.76%	6.82%			2.33%
Q4.7 Dupliquer	5.85%	5.93%			1.16%
Q4.13 Gestion ineffficace des Ressources Humaines	0.16%				9.30%
Q4.11 Accepter des choses sans poser de questions	0.06%				3.49%
Q4.12 Discrimination	0.02%				1.16%

Chart 4.13 Main challenges – Global online vote in Africa

IFLA Global Vision

Quels sont les principaux défis pour les bibliothèques?

VOTE GLOBAL EN LIGNE
% par région

	AF	AO	EU	LAC	MENA	NA
Q5.1 Financements et investissements insuffisants	17.39%	16.30%	17.03%	16.08%	14.46%	18.47%
Q5.7 Valeur des bibliothèques incomprise par les bailleurs de fonds..	15.22%	15.64%	15.36%	14.34%	15.04%	17.67%
Q5.8 Infrastructures inadéquates	13.34%	9.67%	8.23%	10.96%	10.56%	9.96%
Q5.3 Evolutions technologiques en cours	10.39%	11.70%	11.85%	10.90%	12.16%	12.15%
Q5.9 Image et statut des bibliothèques	9.88%	9.85%	12.23%	9.12%	7.98%	11.34%
Q5.2 Manque de personnel qualifié	8.60%	8.80%	7.71%	9.40%	11.08%	4.77%
Q5.5 Toujours plus d'attentes des usagers	7.65%	8.23%	6.56%	7.22%	5.65%	7.36%
Q5.10 Gestion du changement	6.70%	8.60%	9.20%	9.51%	7.68%	10.99%
Q5.6 Manque de capacité de leadership	6.15%	7.77%	5.85%	7.32%	10.35%	5.54%
Q5.4 Environnement juridique inadéquat	4.68%	3.42%	5.97%	5.14%	5.04%	1.75%

Chart 4.14 Main challenges – Workshop results in Africa

IFLA Global Vision

Quels sont les principaux défis pour les bibliothèques?

ATELIERS/REUNIONS (% par région)

	AF	AO	EU	LAC	MENA	NA
Q5.1 Financements et investissements insuffisants	22.34%	16.78%	17.73%	11.02%	20.00%	18.46%
Q5.2 Manque de personnel qualifié	19.15%	14.77%	11.35%	10.17%	15.56%	6.15%
Q5.8 Infrastructures inadéquates	17.02%	5.37%	2.84%	6.78%	4.44%	3.08%
Q5.10 Gestion du changement	6.38%	7.38%	8.51%	8.47%	2.22%	7.69%
Q5.13 Contribuer à l'inclusion et à l'intégration de tous les ctoyens	6.38%	4.03%	2.84%	11.02%	6.67%	4.62%
Q5.6 Manque de capacité de leadership	6.38%	3.36%	5.67%	3.39%	6.67%	1.54%
Q5.3 Evolutions technologiques en cours	5.32%	10.07%	14.89%	10.17%	4.44%	10.77%
Q5.7 Valeur des bibliothèques incomprise par les bailleurs de fonds..	5.32%	7.38%	7.80%	5.93%	20.00%	7.69%
Q5.9 Image et statut des bibliothèques	4.26%	2.68%	4.96%	3.39%	2.22%	9.23%
Q5.16 Rester pertinent	2.13%	4.70%	3.55%	3.39%		6.15%
Q5.11 La maitrise de l'information	2.13%	2.01%	4.26%	3.39%	2.22%	4.62%
Q5.12 Capacité de plaidoyer	1.06%	2.01%	3.55%	8.47%		6.15%
Q5.15 Collaboration	1.06%	3.36%	0.71%	6.78%	4.44%	3.08%
Q5.4 Environnement juridique inadéquat	1.06%	6.71%	5.67%	3.39%	6.67%	3.08%
Q5.14 Assurer un accès ouvert et équitable à l'information		2.68%	2.13%	2.54%	4.44%	6.15%

Chart 4.15 Main challenges – View of different groups in Africa

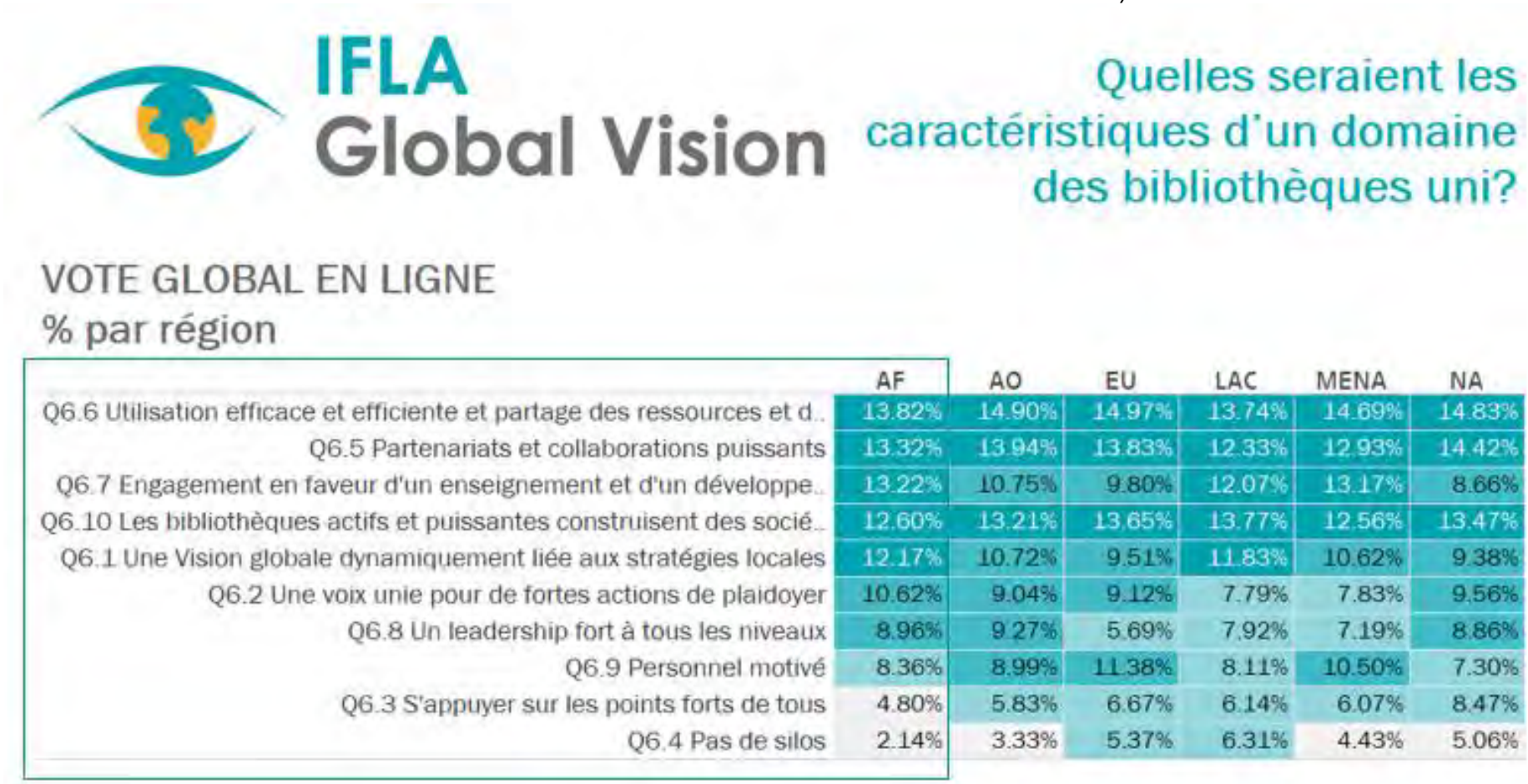
IFLA Global Vision

Quels sont les principaux défis pour les bibliothèques?

Afrique (% par source de données)

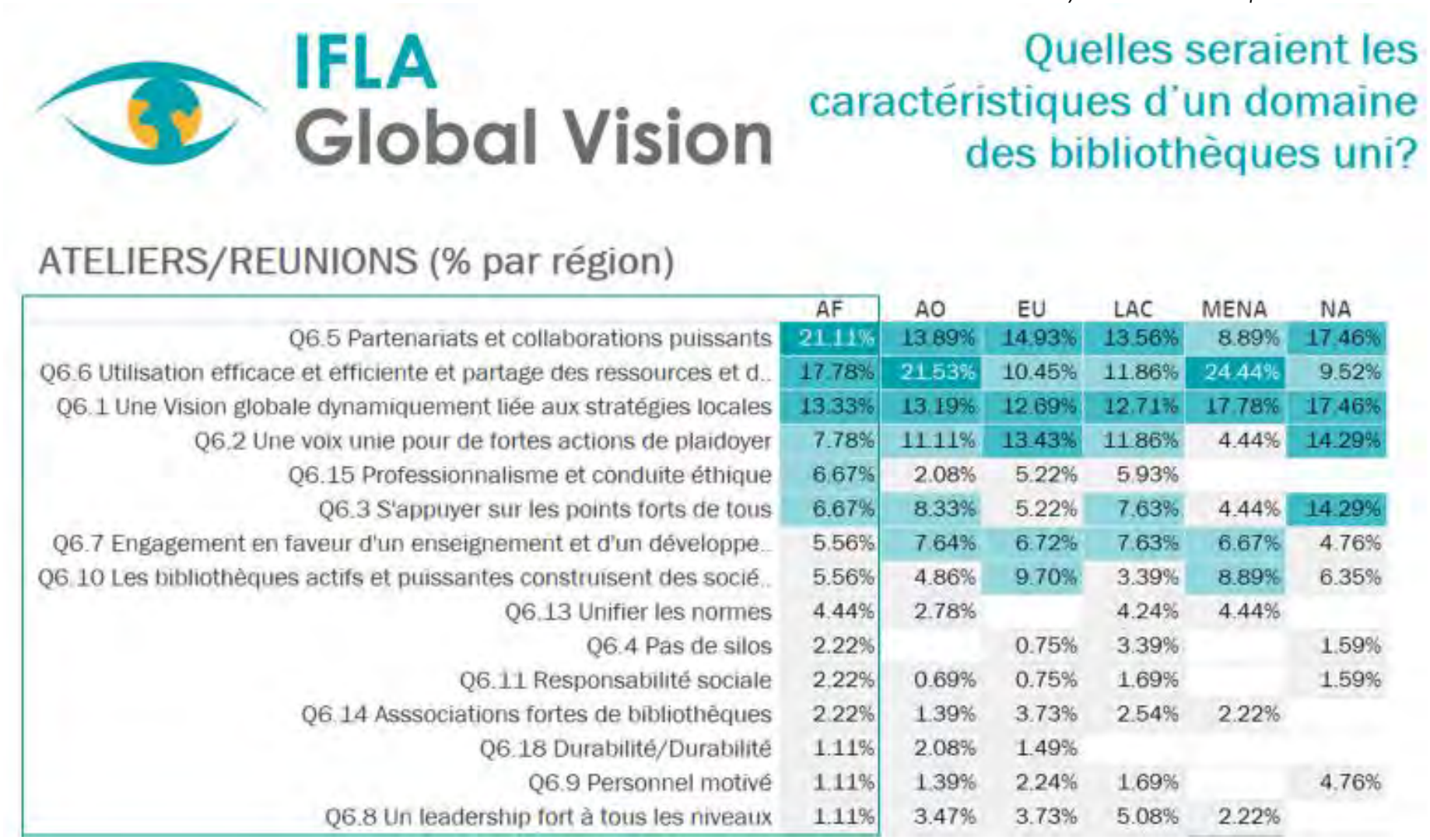
	AF Total	GS	PU	RW	NW
Q5.1 Financements et investissements insuffisants	17.48%	17.39%			22.47%
Q5.7 Valeur des bibliothèques incomprise par les bailleurs de fonds et les pa..	15.02%	15.22%			5.62%
Q5.8 Infrastructures inadéquates	13.41%	13.34%			16.85%
Q5.3 Evolutions technologiques en cours	10.30%	10.39%			5.62%
Q5.9 Image et statut des bibliothèques	9.79%	9.88%			4.49%
Q5.2 Manque de personnel qualifié	8.80%	8.60%			19.10%
Q5.5 Toujours plus d'attentes des usagers	7.49%	7.65%			
Q5.10 Gestion du changement	6.70%	6.70%			5.62%
Q5.6 Manque de capacité de leadership	6.14%	6.15%			5.62%
Q5.4 Environnement juridique inadéquat	4.62%	4.68%			1.12%
Q5.13 Contribuer à l'inclusion et à l'intégration de tous les ctoyens	0.12%				6.74%
Q5.16 Rester pertinent	0.04%				2.25%
Q5.11 La maitrise de l'information	0.04%				2.25%
Q5.12 Capacité de plaidoyer	0.02%				1.12%
Q5.15 Collaboration	0.02%				1.12%

Chart 4.16 Characteristics of a united library field – Global online vote in Africa



	AF	AO	EU	LAC	MENA	NA
Q6.6 Utilisation efficace et efficiente et partage des ressources et d..	13.82%	14.90%	14.97%	13.74%	14.69%	14.83%
Q6.5 Partenariats et collaborations puissants	13.32%	13.94%	13.83%	12.33%	12.93%	14.42%
Q6.7 Engagement en faveur d'un enseignement et d'un développe..	13.22%	10.75%	9.80%	12.07%	13.17%	8.66%
Q6.10 Les bibliothèques actifs et puissantes construisent des socié..	12.60%	13.21%	13.65%	13.77%	12.56%	13.47%
Q6.1 Une Vision globale dynamiquement liée aux stratégies locales	12.17%	10.72%	9.51%	11.83%	10.62%	9.38%
Q6.2 Une voix unie pour de fortes actions de plaidoyer	10.62%	9.04%	9.12%	7.79%	7.83%	9.56%
Q6.8 Un leadership fort à tous les niveaux	8.96%	9.27%	5.69%	7.92%	7.19%	8.86%
Q6.9 Personnel motivé	8.36%	8.99%	11.38%	8.11%	10.50%	7.30%
Q6.3 S'appuyer sur les points forts de tous	4.80%	5.83%	6.67%	6.14%	6.07%	8.47%
Q6.4 Pas de silos	2.14%	3.33%	5.37%	6.31%	4.43%	5.06%

Chart 4.17 Characteristics of a united library field – Workshop results in Africa



ATELIERS/REUNIONS (% par région)

	AF	AO	EU	LAC	MENA	NA
Q6.5 Partenariats et collaborations puissants	21.11%	13.89%	14.93%	13.56%	8.89%	17.46%
Q6.6 Utilisation efficace et efficiente et partage des ressources et d..	17.78%	21.53%	10.45%	11.86%	24.44%	9.52%
Q6.1 Une Vision globale dynamiquement liée aux stratégies locales	13.33%	13.19%	12.69%	12.71%	17.78%	17.46%
Q6.2 Une voix unie pour de fortes actions de plaidoyer	7.78%	11.11%	13.43%	11.86%	4.44%	14.29%
Q6.15 Professionnalisme et conduite éthique	6.67%	2.08%	5.22%	5.93%		
Q6.3 S'appuyer sur les points forts de tous	6.67%	8.33%	5.22%	7.63%	4.44%	14.29%
Q6.7 Engagement en faveur d'un enseignement et d'un développe..	5.56%	7.64%	6.72%	7.63%	6.67%	4.76%
Q6.10 Les bibliothèques actifs et puissantes construisent des socié..	5.56%	4.86%	9.70%	3.39%	8.89%	6.35%
Q6.13 Unifier les normes	4.44%	2.78%		4.24%	4.44%	
Q6.4 Pas de silos	2.22%		0.75%	3.39%		1.59%
Q6.11 Responsabilité sociale	2.22%	0.69%	0.75%	1.69%		1.59%
Q6.14 Asssociations fortes de bibliothèques	2.22%	1.39%	3.73%	2.54%	2.22%	
Q6.18 Durabilité/Durabilité	1.11%	2.08%	1.49%			
Q6.9 Personnel motivé	1.11%	1.39%	2.24%	1.69%		4.76%
Q6.8 Un leadership fort à tous les niveaux	1.11%	3.47%	3.73%	5.08%	2.22%	

Chart 4.18 Characteristics of a united library field – View of different groups in Africa

IFLA Global Vision

Quelles seraient les caractéristiques d'un domaine des bibliothèques uni?

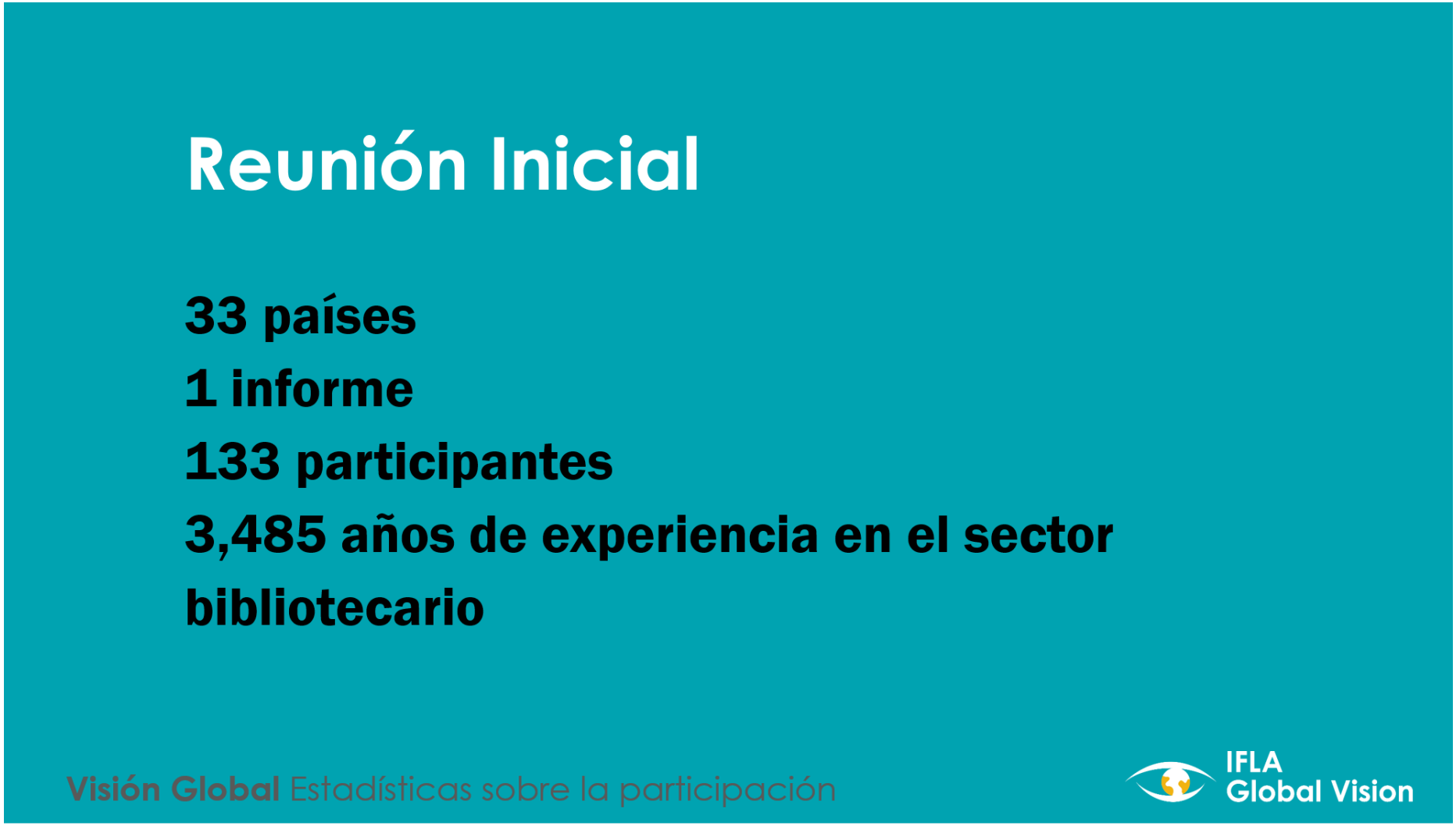
Afrique (% par source de données)

	AF Total	GS	PU	RW	NW
Q6.6 Utilisation efficace et efficiente et partage des ressources et des techn..	13.86%	13.82%			18.82%
Q6.5 Partenariats et collaborations puissants	13.44%	13.32%			21.18%
Q6.7 Engagement en faveur d'un enseignement et d'un développement de q..	13.05%	13.22%			5.88%
Q6.10 Les bibliothèques actifs et puissantes construisent des sociétés plus i..	12.47%	12.60%			5.88%
Q6.1 Une Vision globale dynamiquement liée aux stratégies locales	12.18%	12.17%			12.94%
Q6.2 Une voix unie pour de fortes actions de plaidoyer	10.59%	10.62%			7.06%
Q6.8 Un leadership fort à tous les niveaux	8.82%	8.96%			
Q6.9 Personnel motivé	8.25%	8.36%			1.18%
Q6.3 S'appuyer sur les points forts de tous	4.86%	4.80%			7.06%
Q6.4 Pas de silos	2.14%	2.14%			1.18%
Q6.15 Professionnalisme et conduite éthique	0.12%				7.06%
Q6.13 Unifier les normes	0.08%				4.71%
Q6.14 Asssociations fortes de bibliothèques	0.06%				2.35%
Q6.11 Responsabilité sociale	0.04%				2.35%
Q6.18 Durabilité/Durabilité	0.02%				1.18%
Q6.16 Innovant	0.02%				1.18%

SPANISH

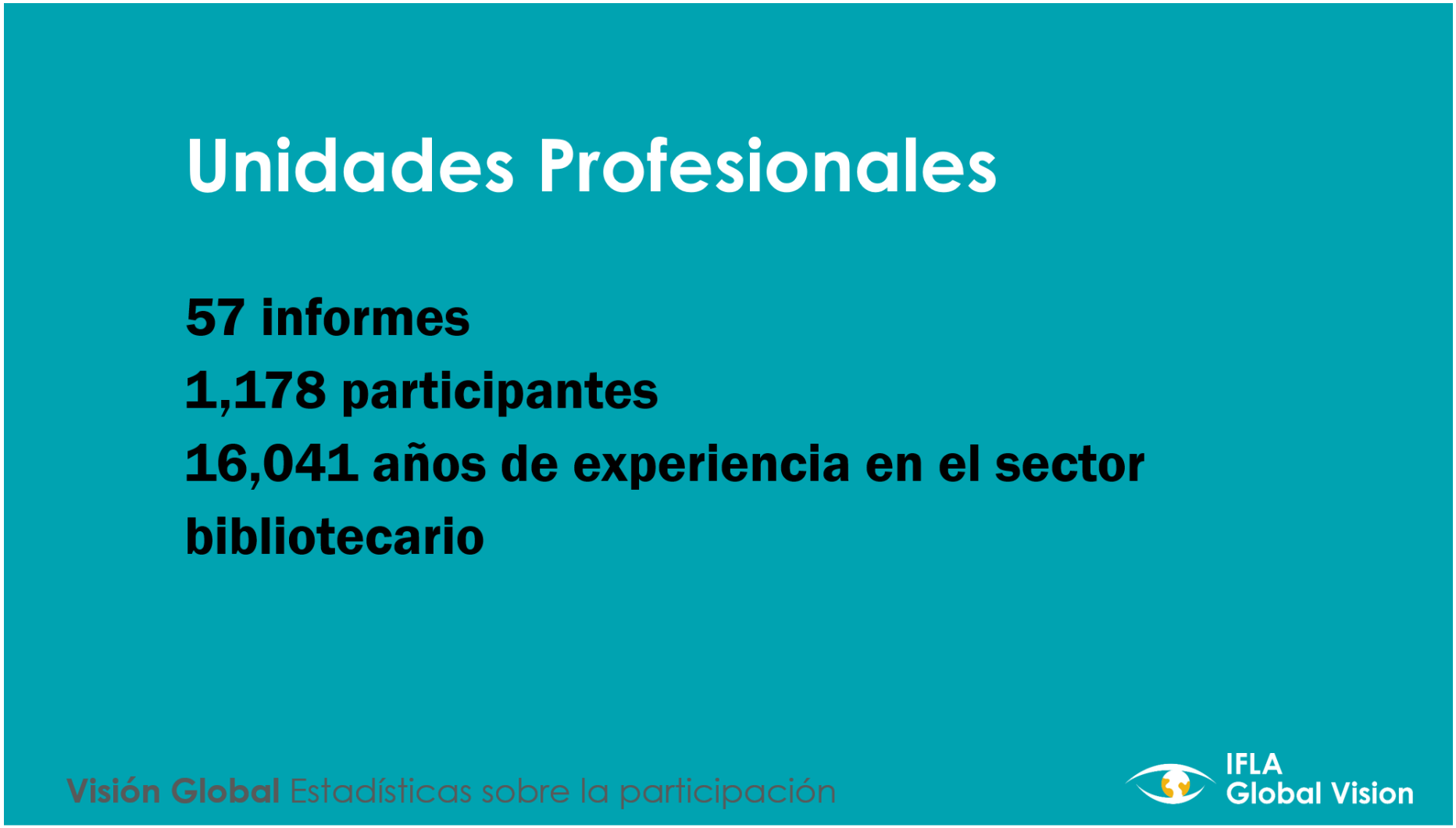
Translation of the picture on page 7 of the Global Vision Report

Pic. 1.1 Global Vision Data Sources

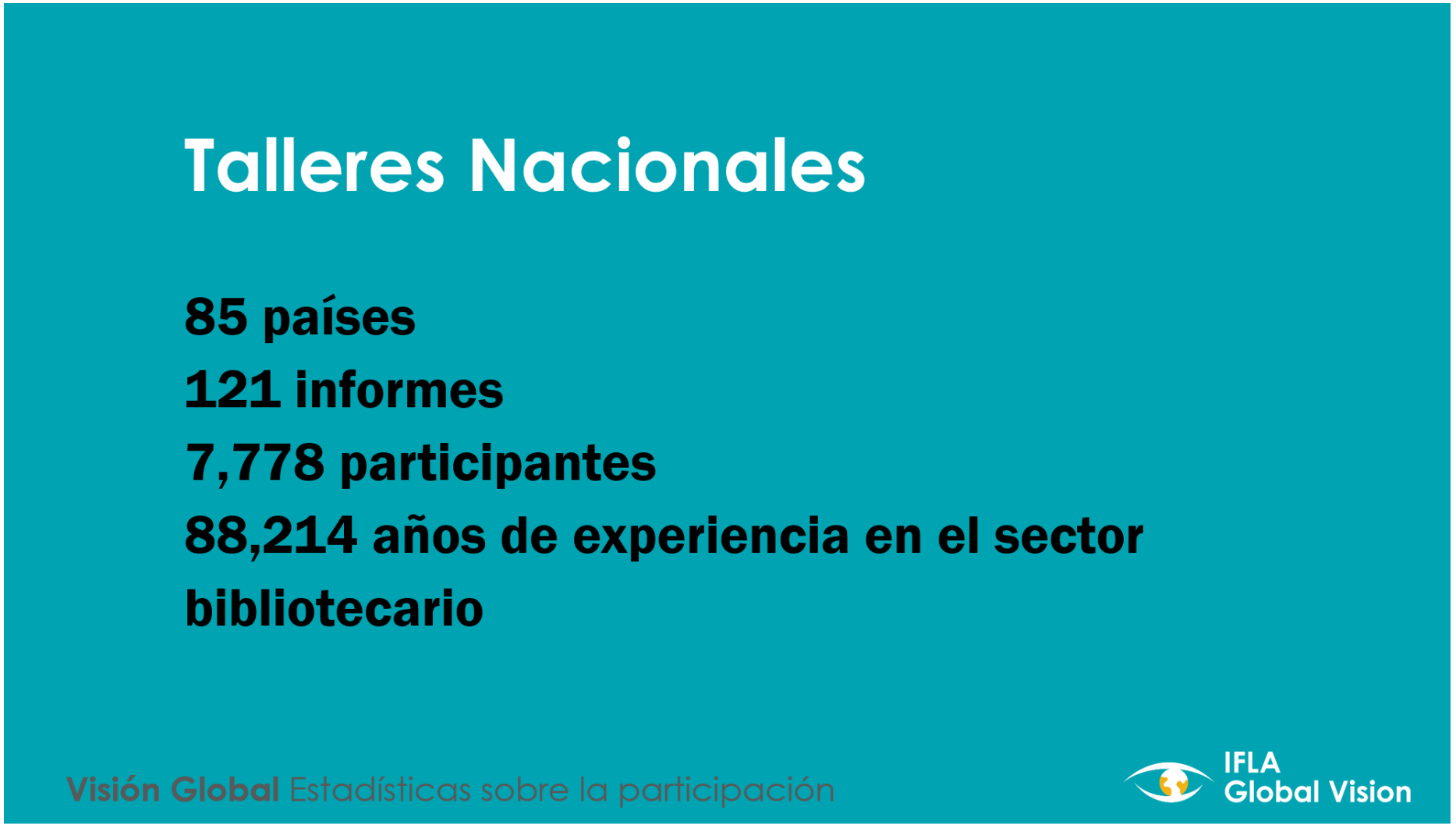


Pic. 1.7 Statistics from the kick-off workshop 2017

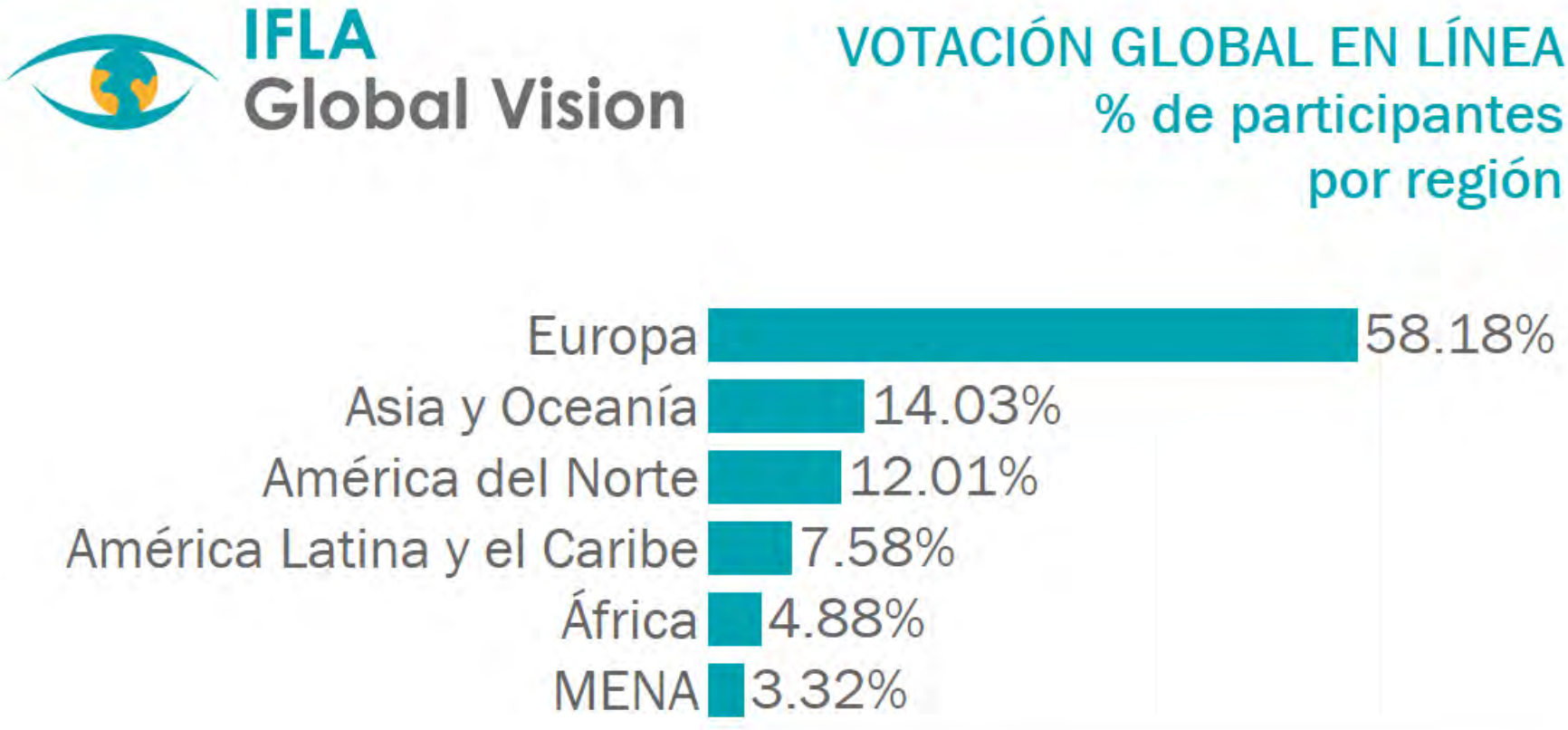
Pic. 1.8 Statistics from the IFLA-led Regional workshops 2017



Pic. 1.9 Statistics from the IFLA Professional Units' discussions

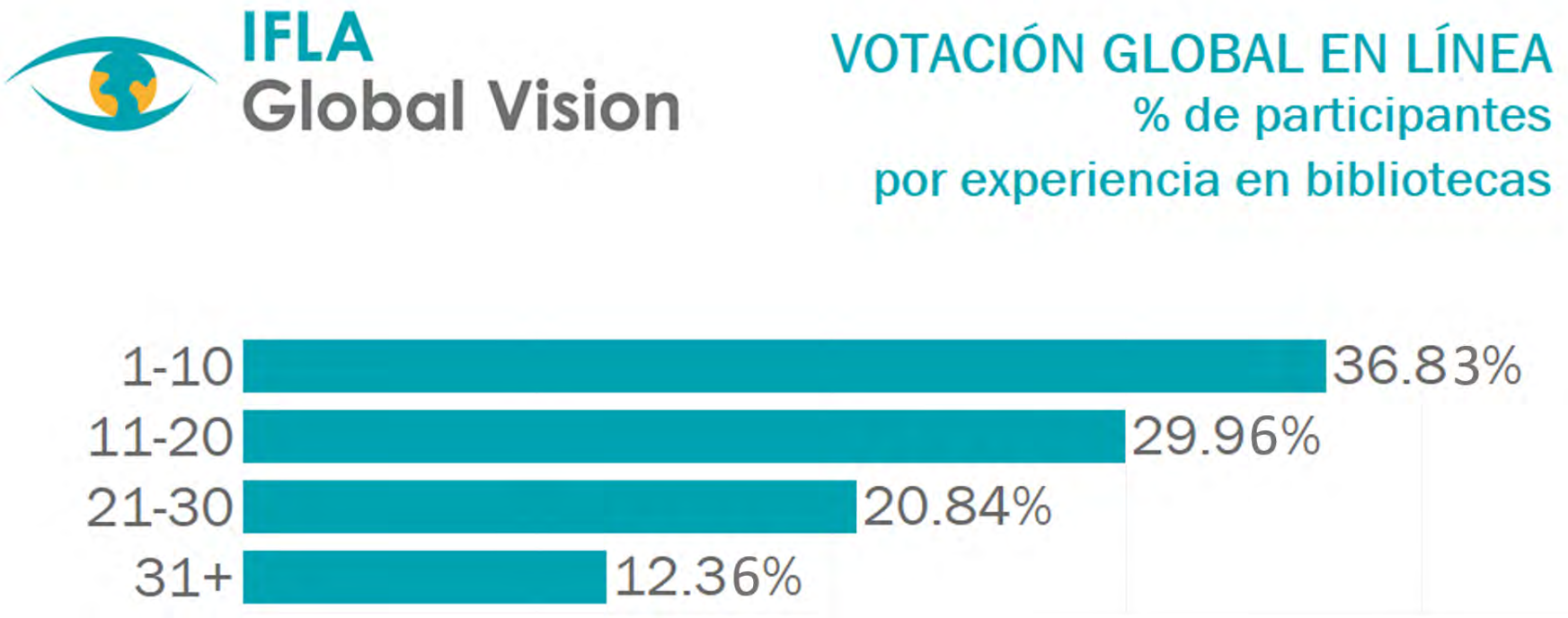


Pic. 1.10 Statistics from National Global Vision workshops



Pic. 1.13.1 The Participation Statistics of the Global Vision online voting by region

Pic. 1.13.2 The Participation Statistics of the Global Vision online voting by library type



Pic. 1.13.2 The Participation Statistics of the Global Vision online voting by library experience

Pic. 1.15 The Global Vision Statistics Participation in total. The Global Dimension.

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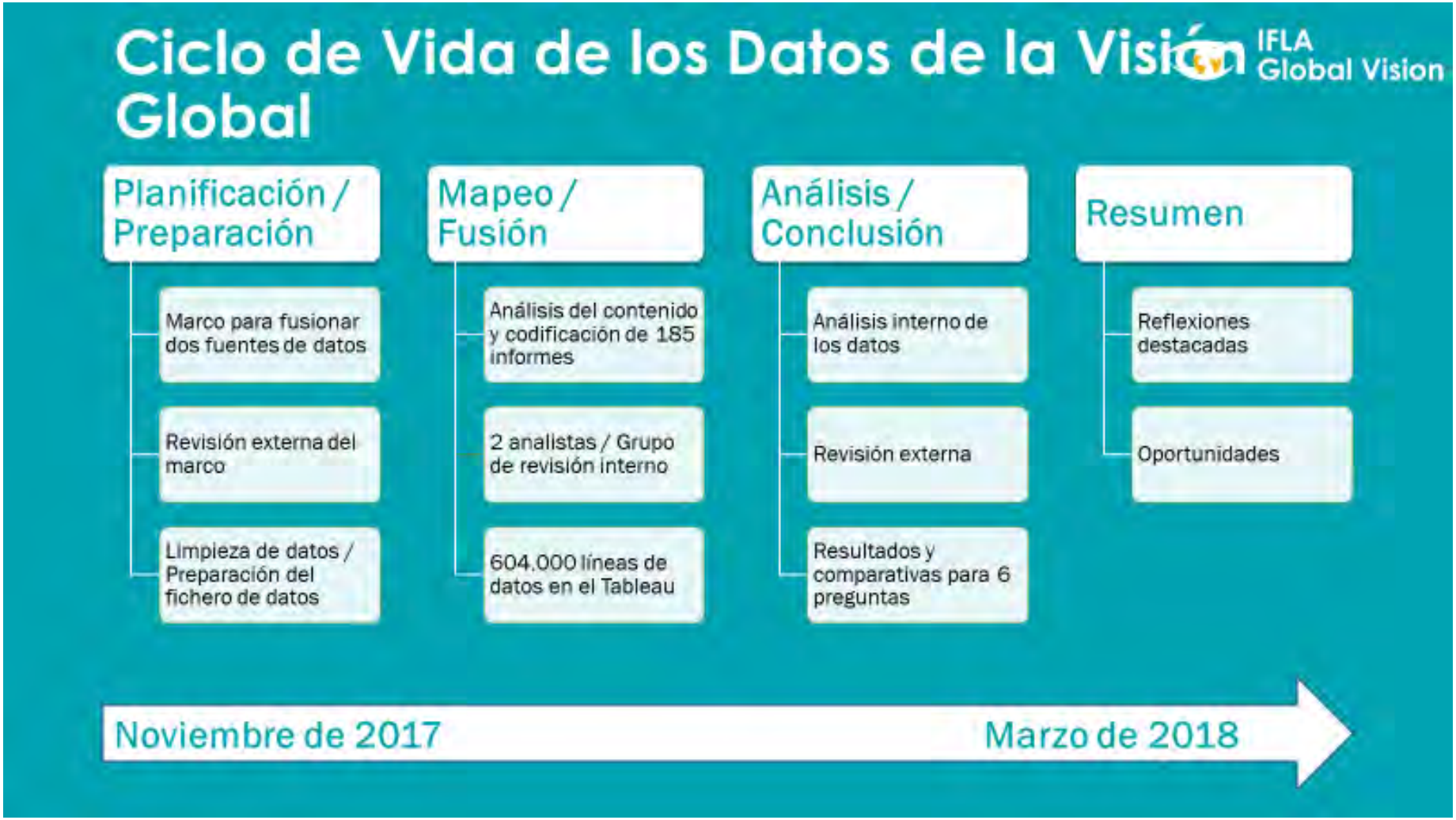
Pic. 1.120 Participation Statistics to the Global Vision discussion from Latin America and the Caribbean



Pic. 2.2 The Global Vision Data Cycle

Pic. 2.3 The Global Vision questions

Chart 3.1 Core values of libraries – Global Top Five

Chart 3.14 Top five core values – Latin America and the Caribbean

Chart 3.25 Exceptionally good at – Global Top Five

Chart 3.38 Top five exceptionally good at – Latin America and the Caribbean

Chart 3.49 To do more – Global Top Five

Chart 3.62 Top five to do more – Latin America and the Caribbean

Chart 3.73 To do less – Global Top Five

Chart 3.86 Top five to do less – Latin America and the Caribbean

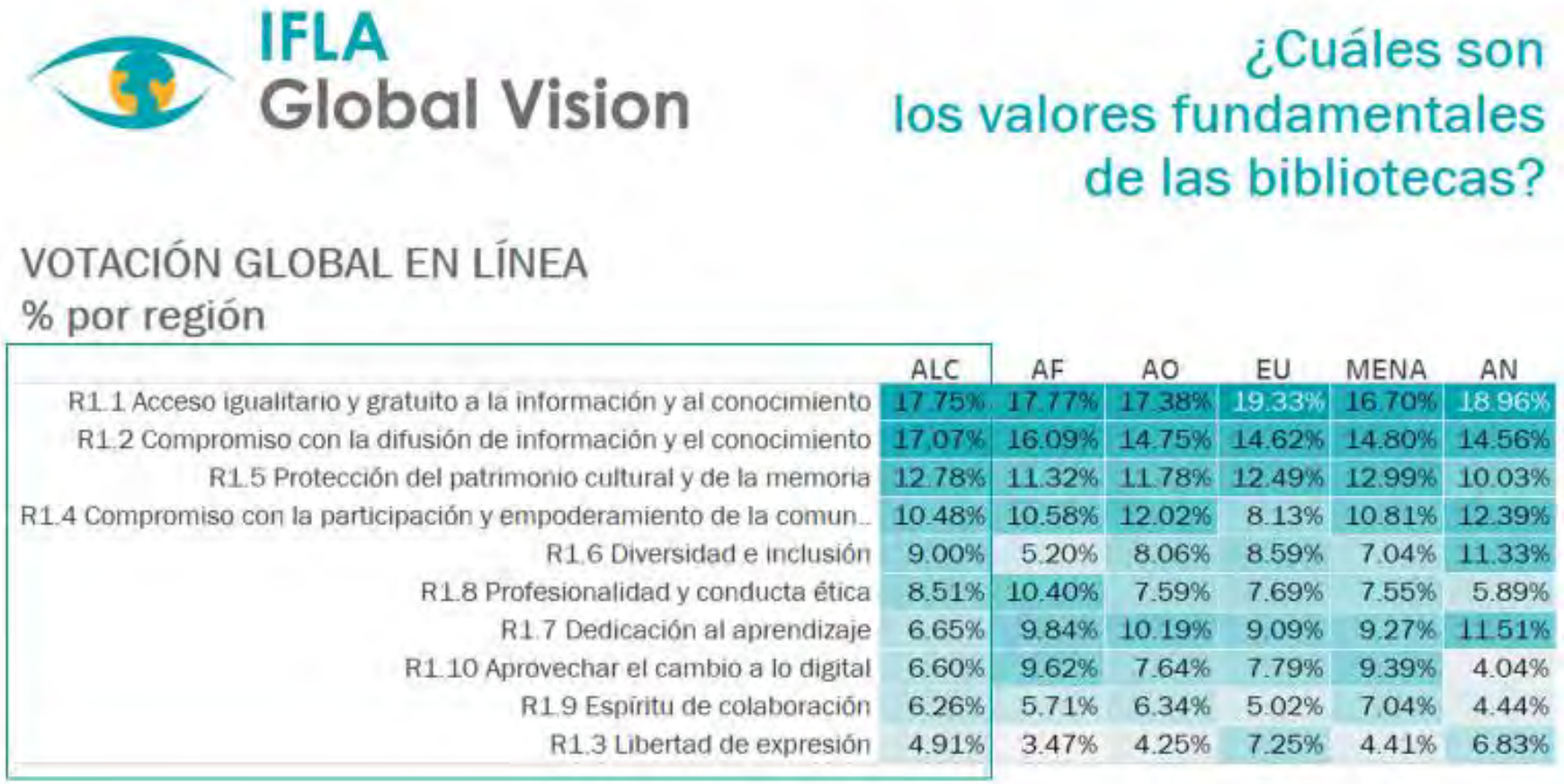
Chart 3.97 Main challenges – Global Top Five

Chart 3.110 Top five main challenges – Latin America and the Caribbean

Chart 3.121 Characteristics of a united library field – Global Top Five

Chart 3.134 Top five characteristics of a united library field – Latin America and the Caribbean

Chart 4.55 Core values of libraries – Global online vote in Latin America and the Caribbean



	ALC	AF	AO	EU	MENA	AN
R1.1 Acceso igualitario y gratuito a la información y al conocimiento	17.75%	17.77%	17.38%	19.33%	16.70%	18.96%
R1.2 Compromiso con la difusión de información y el conocimiento	17.07%	16.09%	14.75%	14.62%	14.80%	14.56%
R1.5 Protección del patrimonio cultural y de la memoria	12.78%	11.32%	11.78%	12.49%	12.99%	10.03%
R1.4 Compromiso con la participación y empoderamiento de la comun...	10.48%	10.58%	12.02%	8.13%	10.81%	12.39%
R1.6 Diversidad e inclusión	9.00%	5.20%	8.06%	8.59%	7.04%	11.33%
R1.8 Profesionalidad y conducta ética	8.51%	10.40%	7.59%	7.69%	7.55%	5.89%
R1.7 Dedicación al aprendizaje	6.65%	9.84%	10.19%	9.09%	9.27%	11.51%
R1.10 Aprovechar el cambio a lo digital	6.60%	9.62%	7.64%	7.79%	9.39%	4.04%
R1.9 Espíritu de colaboración	6.26%	5.71%	6.34%	5.02%	7.04%	4.44%
R1.3 Libertad de expresión	4.91%	3.47%	4.25%	7.25%	4.41%	6.83%

Chart 4.56 Core values of libraries – Workshop results in America and the Caribbean

	ALC	AF	AO	EU	MENA	AN
R1.4 Compromiso con la participación y empoderamiento de la comun..	18.64%	14.13%	17.33%	10.00%	11.11%	14.81%
R1.8 Profesionalidad y conducta ética	16.95%	11.96%	2.67%	8.00%	13.33%	1.85%
R1.6 Diversidad e inclusión	15.25%	8.70%	7.33%	7.33%	13.33%	7.41%
R1.1 Acceso igualitario y gratuito a la información y al conocimiento	11.02%	16.30%	18.67%	21.33%	17.78%	25.93%
R1.7 Dedicación al aprendizaje	8.47%	11.96%	14.67%	12.67%	15.56%	22.22%
R1.2 Compromiso con la difusión de información y el conocimiento	6.78%	8.70%	7.33%	6.67%	6.67%	1.85%
R1.5 Protección del patrimonio cultural y de la memoria	5.93%	8.70%	9.33%	6.67%	4.44%	1.85%
R1.9 Espíritu de colaboración	4.24%	6.52%	4.00%	1.33%	2.22%	1.85%
R1.13 Innovación	2.54%	4.35%	3.33%	1.33%	6.67%	
R1.3 Libertad de expresión	2.54%	5.43%	1.33%	5.33%		9.26%
R1.12 Fuentes confiables, auténticas /transparencia de la información	2.54%	1.09%	4.67%	7.33%	4.44%	5.56%
R1.11 Lugar seguro, accesible	2.54%	1.09%	5.33%	7.33%	2.22%	5.56%
R1.14 Resiliencia y adaptación al cambio	1.69%		2.67%	2.67%	2.22%	1.85%
R1.10 Aprovechar el cambio a lo digital	0.85%	1.09%	1.33%	2.00%		

Chart 4.57 Core values of libraries – View of different groups in America and the Caribbean

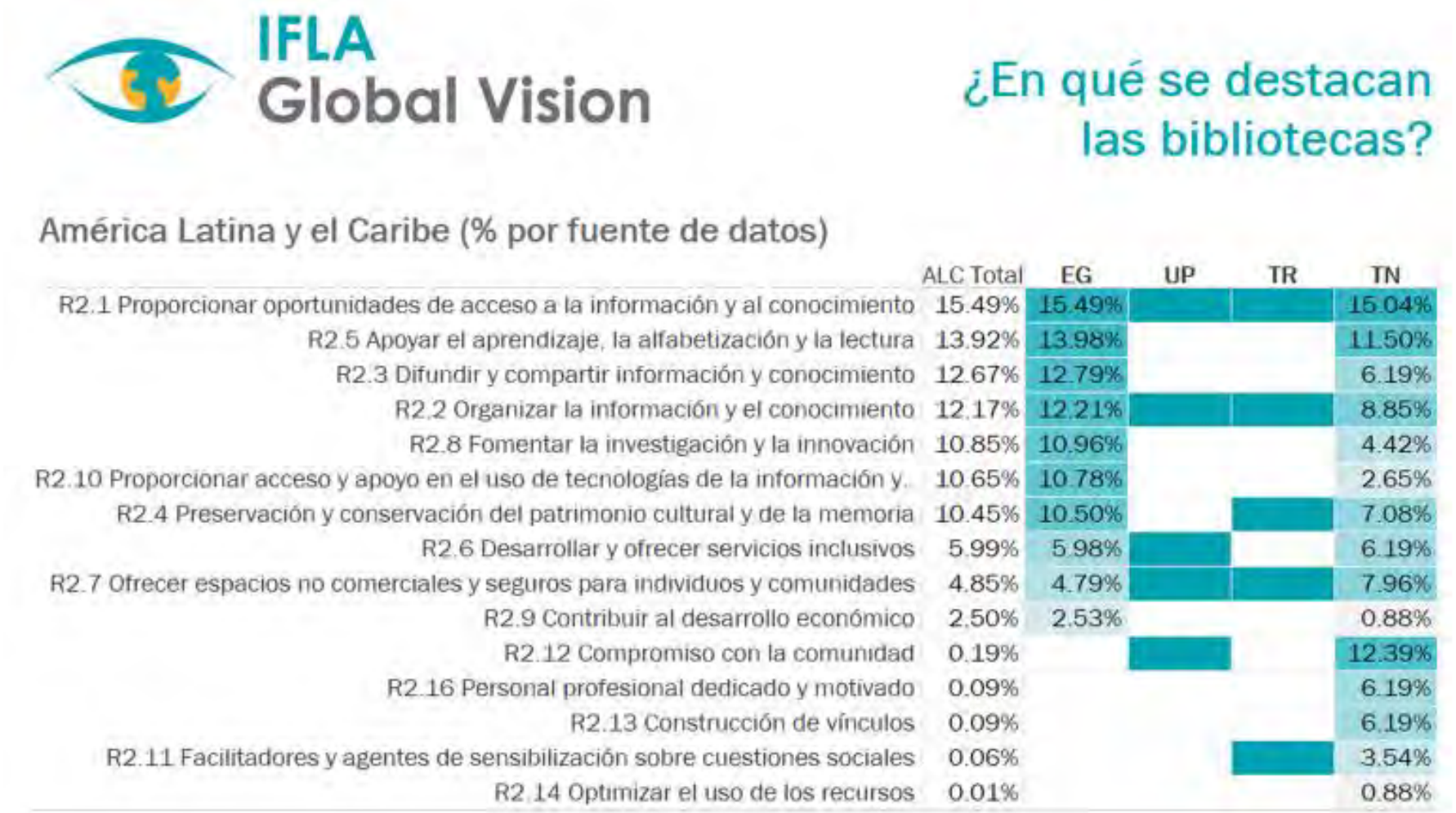
Chart 4.58 Exceptionally good at – Global online vote in America and the Caribbean

	ALC	AF	AO	EU	MENA	AN
R2.1 Proporcionar oportunidades de acceso a la información y al cono..	15.49%	14.49%	15.97%	17.44%	15.60%	17.36%
R2.5 Apoyar el aprendizaje, la alfabetización y la lectura	13.98%	15.58%	16.33%	15.06%	11.42%	17.36%
R2.3 Difundir y compartir información y conocimiento	12.79%	13.45%	11.61%	12.41%	12.78%	11.15%
R2.2 Organizar la información y el conocimiento	12.21%	13.30%	12.13%	11.79%	12.84%	12.94%
R2.8 Fomentar la investigación y la innovación	10.96%	10.52%	6.88%	5.28%	11.92%	5.59%
R2.10 Proporcionar acceso y apoyo en el uso de tecnologías de la info..	10.78%	10.05%	9.55%	8.70%	9.99%	6.67%
R2.4 Preservación y conservación del patrimonio cultural y de la mem..	10.50%	9.52%	9.61%	11.30%	10.82%	8.01%
R2.6 Desarrollar y ofrecer servicios inclusivos	5.98%	3.42%	6.35%	6.12%	5.16%	5.43%
R2.7 Ofrecer espacios no comerciales y seguros para individuos y com..	4.79%	4.97%	9.17%	10.80%	5.90%	13.62%
R2.9 Contribuir al desarrollo económico	2.53%	4.71%	2.39%	1.10%	3.56%	1.89%

Chart 4.59 Exceptionally good at – Workshop results in America and the Caribbean

	ALC	AF	AO	EU	MENA	AN
R2.1 Proporcionar oportunidades de acceso a la información y al cono..	15.25%	8.60%	9.66%	20.95%	22.22%	13.04%
R2.12 Compromiso con la comunidad	11.86%	9.68%	6.21%	4.73%	2.22%	13.04%
R2.5 Apoyar el aprendizaje, la alfabetización y la lectura	11.02%	21.51%	15.86%	14.86%	13.33%	19.57%
R2.2 Organizar la información y el conocimiento	9.32%	8.60%	12.41%	10.81%	2.22%	4.35%
R2.7 Ofrecer espacios no comerciales y seguros para individuos y com..	8.47%	5.38%	8.28%	6.76%	6.67%	13.04%
R2.4 Preservación y conservación del patrimonio cultural y de la mem..	7.63%	9.68%	10.34%	8.78%	8.89%	2.17%
R2.16 Personal profesional dedicado y motivado	5.93%	3.23%	3.45%	2.03%	2.22%	
R2.13 Construcción de vínculos	5.93%	3.23%	2.07%	2.70%		6.52%
R2.6 Desarrollar y ofrecer servicios inclusivos	5.93%	6.45%	5.52%	13.51%	11.11%	4.35%
R2.3 Difundir y compartir información y conocimiento	5.93%	15.05%	11.03%	6.76%	11.11%	4.35%
R2.11 Facilitadores y agentes de sensibilización sobre cuestiones soci..	4.24%		0.69%	0.68%	4.44%	
R2.8 Fomentar la investigación y la innovación	4.24%	2.15%	8.28%	2.70%	4.44%	8.70%
R2.10 Proporcionar acceso y apoyo en el uso de tecnologías de la info..	2.54%	4.30%	2.76%		8.89%	2.17%
R2.9 Contribuir al desarrollo económico	0.85%		0.69%		2.22%	

Chart 4.60 Exceptionally good at – View of different groups in America and the Caribbean



	ALC Total	EG	UP	TR	TN
R2.1 Proporcionar oportunidades de acceso a la información y al conocimiento	15.49%	15.49%			15.04%
R2.5 Apoyar el aprendizaje, la alfabetización y la lectura	13.92%	13.98%			11.50%
R2.3 Difundir y compartir información y conocimiento	12.67%	12.79%			6.19%
R2.2 Organizar la información y el conocimiento	12.17%	12.21%			8.85%
R2.8 Fomentar la investigación y la innovación	10.85%	10.96%			4.42%
R2.10 Proporcionar acceso y apoyo en el uso de tecnologías de la información y.	10.65%	10.78%			2.65%
R2.4 Preservación y conservación del patrimonio cultural y de la memoria	10.45%	10.50%			7.08%
R2.6 Desarrollar y ofrecer servicios inclusivos	5.99%	5.98%			6.19%
R2.7 Ofrecer espacios no comerciales y seguros para individuos y comunidades	4.85%	4.79%			7.96%
R2.9 Contribuir al desarrollo económico	2.50%	2.53%			0.88%
R2.12 Compromiso con la comunidad	0.19%				12.39%
R2.16 Personal profesional dedicado y motivado	0.09%				6.19%
R2.13 Construcción de vínculos	0.09%				6.19%
R2.11 Facilitadores y agentes de sensibilización sobre cuestiones sociales	0.06%				3.54%
R2.14 Optimizar el uso de los recursos	0.01%				0.88%

Chart 4.61 To do more – Global online vote in America and the Caribbean

IFLA Global Vision

¿Qué deberían hacer más las bibliotecas?

VOTACIÓN GLOBAL EN LÍNEA
% por región

	ALC	AF	AO	EU	MENA	AN
R3.9 Fomentar la investigación y la innovación	13.82%	10.54%	9.59%	9.17%	14.13%	8.35%
R3.6 Aprovechar la innovación digital	13.24%	13.62%	11.65%	13.51%	11.66%	9.44%
R3.7 Apoyar el aprendizaje, la alfabetización y la lectura	12.62%	11.65%	12.75%	13.05%	12.23%	10.29%
R3.10 Apoyar los Objetivos de Desarrollo Sostenible (SDG) y las nece..	12.54%	12.84%	9.51%	9.39%	11.78%	6.77%
R3.4 Participación de la comunidad	11.56%	9.14%	11.65%	11.89%	11.63%	13.97%
R3.3 Asociación y colaboración	10.29%	11.40%	12.93%	13.16%	11.00%	13.76%
R3.2 Capacitación y desarrollo del personal y de los líderes	10.05%	11.67%	11.68%	11.51%	14.40%	10.84%
R3.5 Promoción y marketing	7.37%	6.57%	8.08%	8.10%	6.60%	8.53%
R3.8 Medir el impacto	4.65%	3.97%	5.51%	5.03%	4.13%	8.75%
R3.1 Promoción y defensa	3.87%	8.60%	6.65%	5.19%	2.44%	9.29%

Chart 4.62 To do more – Workshop results in America and the Caribbean

IFLA Global Vision

¿Qué deberían hacer más las bibliotecas?

TALLERES/REUNIONES (% por región)

	ALC	AF	AO	EU	MENA	AN
R3.7 Apoyar el aprendizaje, la alfabetización y la lectura	14.29%	12.90%	12.84%	4.67%	15.56%	11.48%
R3.4 Participación de la comunidad	12.61%	11.83%	12.16%	10.67%	11.11%	21.31%
R3.2 Capacitación y desarrollo del personal y de los líderes	11.76%	7.53%	11.49%	14.00%	13.33%	6.56%
R3.1 Promoción y defensa	9.24%	17.20%	13.51%	12.67%	4.44%	9.84%
R3.3 Asociación y colaboración	8.40%	8.60%	11.49%	15.33%	15.56%	13.11%
R3.5 Promoción y marketing	7.56%	8.60%	4.73%	10.00%	6.67%	8.20%
R3.9 Fomentar la investigación y la innovación	6.72%	5.38%	4.05%	5.33%	2.22%	8.20%
R3.6 Aprovechar la innovación digital	6.72%	6.45%	7.43%	10.00%	17.78%	
R3.17 Gestión y planificación estratégica	4.20%		3.38%	0.67%		1.64%
R3.10 Apoyar los Objetivos de Desarrollo Sostenible (SDG) y las nece..	3.36%	1.08%	0.68%	0.67%	4.44%	
R3.13 Financiamiento	3.36%		2.70%	3.33%	4.44%	
Q3.11 Access to Information and Intellectual Freedom	3.36%	7.53%	4.73%	2.00%	2.22%	1.64%
R3.15 Conservación y preservación del patrimonio cultural y la memo..	2.52%	5.38%	1.35%	0.67%		1.64%
R3.16 Espacios seguros, accesibles	1.68%	2.15%	1.35%	0.67%		1.64%
R3.8 Medir el impacto	1.68%	1.08%	3.38%	4.67%		8.20%

Chart 4.63 To do more – View of different groups in America and the Caribbean

Chart 4.64 To do less – Global online vote in America and the Caribbean

IFLA Global Vision

¿Qué deberían hacer menos las bibliotecas?

VOTACIÓN GLOBAL EN LÍNEA
% por región

	ALC	AF	AO	EU	MENA	AN
R4.8 Trabajar de forma aislada	15.26%	15.30%	12.82%	14.59%	13.83%	12.93%
R4.1 Resistir y temer el cambio	14.42%	13.96%	12.80%	13.59%	12.55%	13.58%
R4.5 Ser inflexibles, burocráticas e implementar demasiadas restricci..	14.05%	12.06%	13.78%	14.02%	13.43%	14.28%
R4.2 Tener un enfoque pasivo	11.74%	8.53%	10.38%	11.87%	10.37%	11.13%
R4.9 Mantener servicios y colecciones obsoletos	10.99%	10.53%	10.17%	9.44%	11.38%	10.53%
R4.3 Basarse en las colecciones en lugar de en las necesidades de la..	9.28%	10.43%	8.53%	8.53%	12.42%	7.99%
R4.10 Ser tímidas y modestas	7.80%	6.82%	8.54%	9.86%	4.13%	7.95%
R4.6 Tomar decisiones basadas en suposiciones	6.48%	7.89%	8.95%	5.62%	9.03%	10.25%
R4.4 Quejarse	5.79%	8.55%	7.06%	6.65%	4.35%	5.89%
R4.7 Duplicar	4.18%	5.93%	6.96%	5.84%	8.51%	5.48%

Chart 4.65 To do less – Workshop results in America and the Caribbean

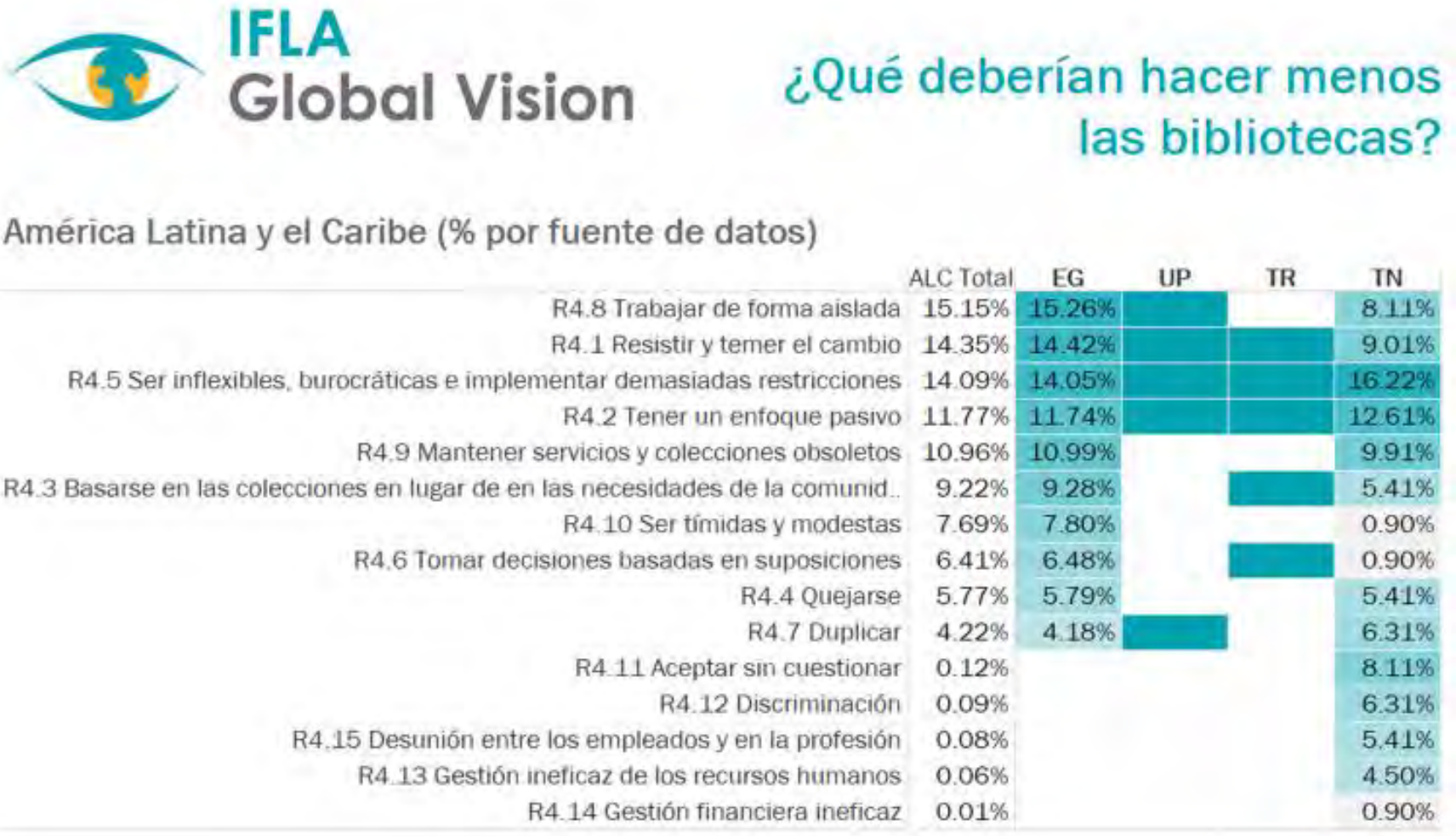
IFLA Global Vision

¿Qué deberían hacer menos las bibliotecas?

TALLERES/REUNIONES (% por región)

	ALC	AF	AO	EU	MENA	AN
R4.5 Ser inflexibles, burocráticas e implementar demasiadas restricci..	16.38%	9.89%	21.99%	22.30%	44.44%	15.25%
R4.2 Tener un enfoque pasivo	12.93%	10.99%	11.35%	9.46%	13.33%	22.03%
R4.1 Resistir y temer el cambio	9.48%	3.30%	9.93%	10.14%	4.44%	8.47%
R4.9 Mantener servicios y colecciones obsoletos	9.48%	28.57%	16.31%	10.14%	8.89%	8.47%
R4.11 Aceptar sin cuestionar	7.76%	3.30%	8.51%	2.70%	6.67%	8.47%
R4.8 Trabajar de forma aislada	7.76%	9.89%	4.96%	7.43%	6.67%	6.78%
R4.12 Discriminación	6.03%	1.10%	7.09%			
R4.3 Basarse en las colecciones en lugar de en las necesidades de la..	6.03%	6.59%	1.42%	3.38%	6.67%	8.47%
R4.7 Duplicar	6.03%	1.10%	7.80%	12.16%	4.44%	10.17%
R4.15 Desunión entre los empleados y en la profesión	5.17%			0.68%		
R4.4 Quejarse	5.17%	10.99%	4.26%	10.81%		3.39%
R4.13 Gestión ineficaz de los recursos humanos	4.31%	8.79%	2.13%	1.35%	2.22%	3.39%
R4.6 Tomar decisiones basadas en suposiciones	1.72%	2.20%	2.84%	4.73%	2.22%	5.08%
R4.14 Gestión financiera ineficaz	0.86%			1.35%		

Chart 4.66 To do less– View of different groups in America and the Caribbean



	ALC Total	EG	UP	TR	TN
R4.8 Trabajar de forma aislada	15.15%	15.26%			8.11%
R4.1 Resistir y temer el cambio	14.35%	14.42%			9.01%
R4.5 Ser inflexibles, burocráticas e implementar demasiadas restricciones	14.09%	14.05%			16.22%
R4.2 Tener un enfoque pasivo	11.77%	11.74%			12.61%
R4.9 Mantener servicios y colecciones obsoletos	10.96%	10.99%			9.91%
R4.3 Basarse en las colecciones en lugar de en las necesidades de la comunid..	9.22%	9.28%			5.41%
R4.10 Ser tímidas y modestas	7.69%	7.80%			0.90%
R4.6 Tomar decisiones basadas en suposiciones	6.41%	6.48%			0.90%
R4.4 Quejarse	5.77%	5.79%			5.41%
R4.7 Duplicar	4.22%	4.18%			6.31%
R4.11 Aceptar sin cuestionar	0.12%				8.11%
R4.12 Discriminación	0.09%				6.31%
R4.15 Desunión entre los empleados y en la profesión	0.08%				5.41%
R4.13 Gestión ineficaz de los recursos humanos	0.06%				4.50%
R4.14 Gestión financiera ineficaz	0.01%				0.90%

Chart 4.67 Main challenges – Global online vote in America and the Caribbean

	ALC	AF	AO	EU	MENA	AN
R5.1 Insuficiencia de financiación e inversión para bibliotecas	16.08%	17.39%	16.30%	17.03%	14.46%	18.47%
R5.7 Falta de comprensión del valor de las bibliotecas por parte de fin..	14.34%	15.22%	15.64%	15.36%	15.04%	17.67%
R5.8 Infraestructura inadecuada	10.96%	13.34%	9.67%	8.23%	10.56%	9.96%
R5.3 Cambios tecnológicos constantes	10.90%	10.39%	11.70%	11.85%	12.16%	12.15%
R5.10 Gestionar el cambio	9.51%	6.70%	8.60%	9.20%	7.68%	10.99%
R5.2 Falta de personal cualificado	9.40%	8.60%	8.80%	7.71%	11.08%	4.77%
R5.9 Imagen y estatus de las bibliotecas	9.12%	9.88%	9.85%	12.23%	7.98%	11.34%
R5.6 Falta de capacidad de liderazgo	7.32%	6.15%	7.77%	5.85%	10.35%	5.54%
R5.5 Expectativas de los usuarios siempre crecientes	7.22%	7.65%	8.23%	6.56%	5.65%	7.36%
R5.4 Entorno legal inadecuado	5.14%	4.68%	3.42%	5.97%	5.04%	1.75%

Chart 4.68 Main challenges – Workshop results in America and the Caribbean

	ALC	AF	AO	EU	MENA	AN
R5.13 Contribuir a la inclusión e integración de todos los miembros de ..	11.02%	6.38%	4.03%	2.84%	6.67%	4.62%
R5.1 Insuficiencia de financiación e inversión para bibliotecas	11.02%	22.34%	16.78%	17.73%	20.00%	18.46%
R5.3 Cambios tecnológicos constantes	10.17%	5.32%	10.07%	14.89%	4.44%	10.77%
R5.2 Falta de personal cualificado	10.17%	19.15%	14.77%	11.35%	15.56%	6.15%
R5.12 Capacidad para promover y defender la profesión	8.47%	1.06%	2.01%	3.55%		6.15%
R5.10 Gestionar el cambio	8.47%	6.38%	7.38%	8.51%	2.22%	7.69%
R5.15 Colaboración	6.78%	1.06%	3.36%	0.71%	4.44%	3.08%
R5.8 Infraestructura inadecuada	6.78%	17.02%	5.37%	2.84%	4.44%	3.08%
R5.7 Falta de comprensión del valor de las bibliotecas por parte de fin..	5.93%	5.32%	7.38%	7.80%	20.00%	7.69%
R5.11 Alfabetización informacional	3.39%	2.13%	2.01%	4.26%	2.22%	4.62%
R5.16 Mantenerse relevantes	3.39%	2.13%	4.70%	3.55%		6.15%
R5.9 Imagen y estatus de las bibliotecas	3.39%	4.26%	2.68%	4.96%	2.22%	9.23%
R5.6 Falta de capacidad de liderazgo	3.39%	6.38%	3.36%	5.67%	6.67%	1.54%
R5.4 Entorno legal inadecuado	3.39%	1.06%	6.71%	5.67%	6.67%	3.08%

Chart 4.69 Main challenges – View of different groups in America and the Caribbean

	ALC Total	EG	UP	TR	TN
R5.1 Insuficiencia de financiación e inversión para bibliotecas	15.99%	16.08%			10.62%
R5.7 Falta de comprensión del valor de las bibliotecas por parte de financiador..	14.22%	14.34%			6.19%
R5.8 Infraestructura inadecuada	10.89%	10.96%			7.08%
R5.3 Cambios tecnológicos constantes	10.88%	10.90%			9.73%
R5.10 Gestionar el cambio	9.49%	9.51%			8.85%
R5.2 Falta de personal cualificado	9.42%	9.40%			9.73%
R5.9 Imagen y estatus de las bibliotecas	9.03%	9.12%			3.54%
R5.6 Falta de capacidad de liderazgo	7.27%	7.32%			3.54%
R5.5 Expectativas de los usuarios siempre crecientes	7.13%	7.22%			1.77%
R5.4 Entorno legal inadecuado	5.11%	5.14%			2.65%
R5.13 Contribuir a la inclusión e integración de todos los miembros de la comu..	0.18%				11.50%
R5.12 Capacidad para promover y defender la profesión	0.14%				8.85%
R5.15 Colaboración	0.11%				7.08%
R5.16 Mantenerse relevantes	0.05%				3.54%
R5.11 Alfabetización informacional	0.05%				2.65%
R5.14 Garantizar el acceso abierto y equitativo a la información	0.04%				2.65%

Chart 4.70 Characteristics of a united library field – Global online vote in America and the Caribbean

IFLA Global Vision

¿Cuáles serían las características de un sector bibliotecario unido?

VOTACIÓN GLOBAL EN LÍNEA
% por región

	ALC	AF	AO	EU	MENA	AN
R6.10 Las bibliotecas empoderadas construyen sociedades más infor..	13.77%	12.60%	13.21%	13.66%	12.56%	13.47%
R6.6 Uso eficiente y efectivo e intercambio de recursos y tecnologías	13.74%	13.82%	14.90%	14.97%	14.69%	14.83%
R6.5 Colaboración y alianzas poderosas	12.33%	13.32%	13.94%	13.83%	12.93%	14.42%
R6.7 Compromiso con una educación de calidad en Bibliotecología y C..	12.07%	13.22%	10.75%	9.80%	13.17%	8.66%
R6.1 Una Visión Global conectada de forma dinámica con estrategias ..	11.83%	12.17%	10.72%	9.51%	10.62%	9.38%
R6.9 Personal motivado	8.11%	8.36%	8.99%	11.38%	10.50%	7.30%
R6.8 Fuerte liderazgo en todos los niveles	7.92%	8.96%	9.27%	5.69%	7.19%	8.86%
R6.2 Una voz unida para acciones fuertes de promoción y defensa	7.79%	10.62%	9.04%	9.12%	7.83%	9.56%
R6.4 No trabajar de forma aislada	6.31%	2.14%	3.33%	5.37%	4.43%	5.06%
R6.3 Sacar provecho de las fortalezas de cada uno	6.14%	4.80%	5.83%	6.67%	6.07%	8.47%

Chart 4.71 Characteristics of a united library field – Workshop results in America and the Caribbean

	ALC	AF	AO	EU	MENA	AN
R6.5 Colaboración y alianzas poderosas	13.56%	21.11%	13.89%	14.93%	8.89%	17.46%
R6.1 Una Visión Global conectada de forma dinámica con estrategias ..	12.71%	13.33%	13.19%	12.69%	17.78%	17.46%
R6.2 Una voz unida para acciones fuertes de promoción y defensa	11.86%	7.78%	11.11%	13.43%	4.44%	14.29%
R6.6 Uso eficiente y efectivo e intercambio de recursos y tecnologías	11.86%	17.78%	21.53%	10.45%	24.44%	9.52%
R6.7 Compromiso con una educación de calidad en Bibliotecología y C..	7.63%	5.56%	7.64%	6.72%	6.67%	4.76%
R6.3 Sacar provecho de las fortalezas de cada uno	7.63%	6.67%	8.33%	5.22%	4.44%	14.29%
R6.15 Profesionalismo y comportamiento ético	5.93%	6.67%	2.08%	5.22%		
R6.8 Fuerte liderazgo en todos los niveles	5.08%	1.11%	3.47%	3.73%	2.22%	
R6.16 Innovativo	5.08%	1.11%	2.08%	3.73%	11.11%	4.76%
R6.13 Unificación de estándares	4.24%	4.44%	2.78%		4.44%	
R6.4 No trabajar de forma aislada	3.39%	2.22%		0.75%		1.59%
R6.10 Las bibliotecas empoderadas construyen sociedades más infor..	3.39%	5.56%	4.86%	9.70%	8.89%	6.35%
R6.14 Asociaciones Bibliotecarias Sólidas	2.54%	2.22%	1.39%	3.73%	2.22%	
R6.11 Responsabilidad social	1.69%	2.22%	0.69%	0.75%		1.59%
R6.9 Personal motivado	1.69%	1.11%	1.39%	2.24%		4.76%

Chart 4.72 Characteristics of a united library field – View of different groups in America and the Caribbean

	ALC Total	EG	UP	TR	TN
R6.6 Uso eficiente y efectivo e intercambio de recursos y tecnologías	13.70%	13.74%			11.50%
R6.10 Las bibliotecas empoderadas construyen sociedades más informadas, i...	13.60%	13.77%			3.54%
R6.5 Colaboración y alianzas poderosas	12.35%	12.33%			13.27%
R6.7 Compromiso con una educación de calidad en Bibliotecología y Ciencias d...	11.99%	12.07%			7.96%
R6.1 Una Visión Global conectada de forma dinámica con estrategias locales	11.85%	11.83%			13.27%
R6.9 Personal motivado	8.02%	8.11%			1.77%
R6.8 Fuerte liderazgo en todos los niveles	7.89%	7.92%			5.31%
R6.2 Una voz unida para acciones fuertes de promoción y defensa	7.85%	7.79%			12.39%
R6.4 No trabajar de forma aislada	6.26%	6.31%			2.65%
R6.3 Sacar provecho de las fortalezas de cada uno	6.16%	6.14%			7.08%
R6.15 Profesionalismo y comportamiento ético	0.09%				6.19%
R6.16 Innovativo	0.08%				5.31%
R6.13 Unificación de estándares	0.06%				4.42%
R6.14 Asociaciones Bibliotecarias Sólidas	0.05%				2.65%
R6.11 Responsabilidad social	0.03%				0.88%
R6.17 Comprometido	0.03%				1.77%

REPORTS FROM GLOBAL VISION DISCUSSIONS LED BY IFLA

In the next pages we provide the Reports conducted from the Global Vision discussions and during the workshops led by IFLA:

1. Report of the IFLA Global Vision Kick-off meeting: Athens, Greece
2. Report of the IFLA Global Vision Regional Workshop in North America: Washington, D.C., USA
3. Report of the IFLA Global Vision Regional Workshop in Africa: Yaoundé, Cameroon
4. Report of the IFLA Global Vision Regional Workshop in Middle East and North Africa: Alexandria, Egypt
5. Report of the IFLA Global Vision Regional Workshop in Latin America and the Caribbean: Buenos Aires, Argentina
6. Report of the IFLA Global Vision Regional Workshop in Asia and Oceania: Singapore
7. Report of the IFLA Global Vision Regional Workshop in Europe: Madrid, Spain

REPORT OF THE IFLA GLOBAL VISION KICK-OFF MEETING: ATHENS, GREECE

Global Vision discussion

Report of the Athens kick-off meeting

How a united library field can tackle the challenges of the future

Athens, Greece

4 and 5 April 2017

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Introduction

On 4 and 5 April 2017, 133 librarians participated in a conversation about how a united library field can tackle the challenges of the future. Together we represented 3,485 years of library experience and 1,372 years of experience with IFLA. We represented all IFLA regions and a total of 32 countries and all library types and services. This report takes a broad view of libraries, their challenges and their future.

For two days, we discussed the challenges libraries face, a vision for libraries and our own role in overcoming these challenges. The main challenges we identified for libraries are: funding, keeping up to date with technology and infrastructure demands, staff skills and diversity, measuring and advocating library value, the legal environment (copyright, censorship, privacy, etc). In the future we believe these will be: funding, staying relevant (needs assessment/trends), staff training/skills and retention, ICT/digital capacity (changing technology), and legal environment (privacy, copyright). Libraries can overcome these with their unique values and qualities as well as by striving to achieve specific objectives and working for specific audiences, all of which are mentioned in this report.

Libraries have considerable opportunities to have an impact in the future. We identified: stronger advocacy at all levels; cooperation with others (including competitors!); creating an environment that encourages change; creating a clear vision/brand for the library sector; strategic planning and better metrics; and partnerships with the library and non-library environment. We believe in the need to stimulate community engagement; provide a hub/safe space for various communities; develop staff skills; and carry out awareness campaigns for issues in the community. All these recommendations are presented in more detail in this report.

A vision for libraries

Libraries enable literate, informed and participative societies. When we look at the future, according to the debates in Athens, this means that participants strongly believe there will be libraries, and that libraries will more important and supportive to society than ever, and available in physical and digital forms, some of which we cannot yet describe. For participants:

- *Libraries stand out as the salvation of many major problems in the future*
- *Overall: how libraries, people, resources, are connected*
- *What is the space for the library in the future? It doesn't have to be physical, with technology we enter and utilise different spaces that aren't our own. You go online and you enter a different world.*
- *It's not about libraries but the general public and the broadest possible readership*
- *We will be more global and international in our sphere of influence*
- *Libraries will be safeguarding information access for societies*
- *We will never see a headline saying the last library closed down*

Defining the library

Libraries play a unique role in achieving literate, informed and participative societies. Yet they are not the only actors in this process. To identify where libraries can make a difference, together we defined what we believe a library is at this moment:

The core values of libraries:		**Libraries are exceptionally good at:**
Access - equal and free		**Access to information and knowledge**
Inclusion and empowerment		**Organisation and information management**
Freedom of expression and privacy		**Collections and preservations**
Protect cultural heritage/memory		**Provide space/place**
Community/service - focus and support		**Literacy**
Integrity and trust		Collaboration/cooperation
Lifelong learning		Community outreach/customer service
Collaboration and partnerships		Doing more with less (creativity)
Universal literacy		Building trust
Innovation		Teaching/guidance/educating
Custodians/professional skills		Advocacy
Courage		Networking

The objectives libraries should strive for:		The audience libraries work for:
Access to information and intellectual freedom		**Local community and (all) users**
Inclusivity and equality		**Global community and humanity**
Impact in the community		**Future users and non-users**
Work with other stakeholders		**Students and researchers**
Expertise among staff		**Disenfranchised, disadvantaged and under-represented**
Flexibility		Those with low literacy
Sustainability		Funders and decision-makers
Strive for excellence (and show it!)		Creators
Being on the leading edge		Those with disabilities
Ensuring adequate funding		The profession (each other)

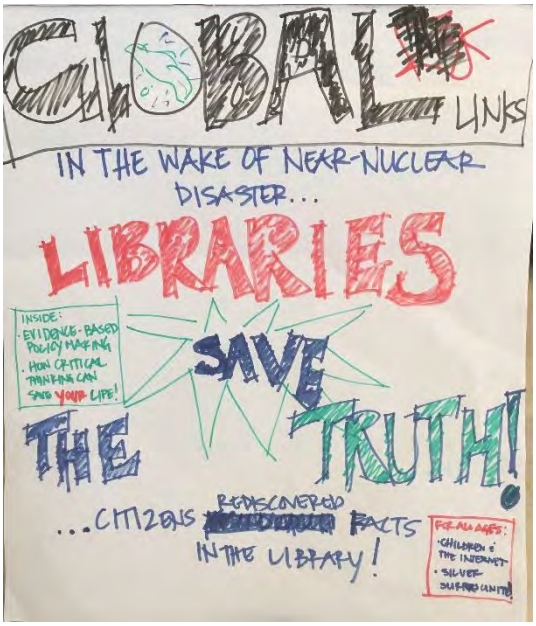
In this context, the core activities of a library are:

1. **Access to information**
2. **Collect and preserve knowledge/heritage**
3. **Collaboration/partnerships**
4. **Community gathering place/space**
5. **Community outreach**
6. Education and literacy
7. Advocacy
8. Experiment with technologies/digital
9. Research
10. Communication
11. Fundraising

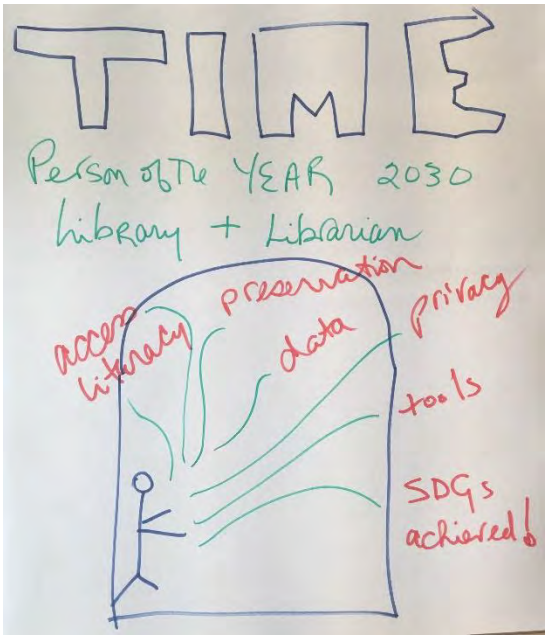
Apart from these activities, we recommend libraries stop:

1. **Resisting and fearing change**
2. **Being insular (institutionally and professionally)**
3. **Maintaining redundant services**
4. **Doing what others do better**
5. **Second-guessing our users' needs and expectations**
6. Not selling ourselves, complacency

7. Passivity
8. Fearing failure
9. Being blocked by rules
10. Complaining
11. Navel-gazing
12. Charging for services


GLOBAL LINKS
IN THE WAKE OF NEAR-NUCLEAR DISASTER...
LIBRARIES
SAVE
THE TRUTH!
...CITIZENS REDISCOVERED FACTS IN THE LIBRARY!

WORLD TIMES
Safe Spaces
NanoLibrarians
Libraries: The Source To Trust WORLD WIDE


TIME
Person of The YEAR 2030
library + Librarian
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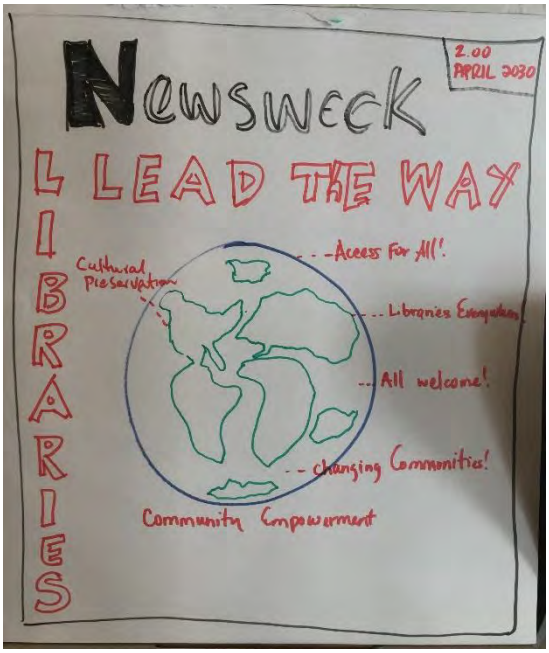
Newsweek
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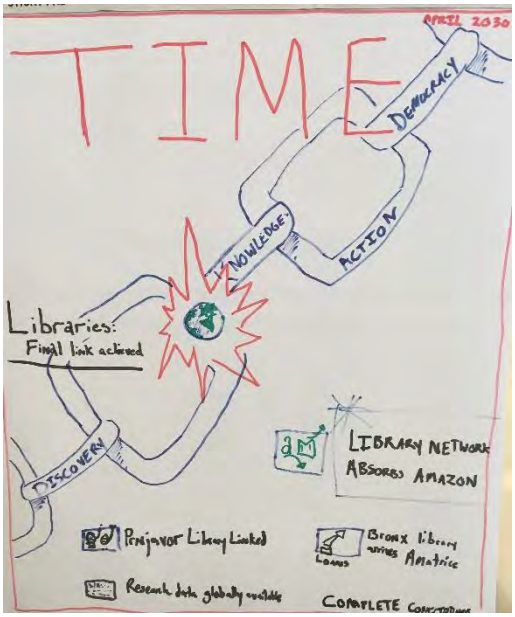
LEAD THE WAY
LIBRARIES
Cultural Preservation
Access For All!
Libraries Everywhere
All welcome!
changing Communities!
Community Empowerment

BUZZ
the NEWS
Global library bitcard
Universal
access
Funding
Libraries
save world
equity access to knowledge
OMG! Libraries win
Nobel Prize again!

WIRED 2030
LIBRARIES LINK THE UNIVERSE
FIRST LIBRARIAN
ON MARS
-Māori regain sovereignty
- Librarians complete World Newspaper project
- Universal bookclub launches
- IFLA - Interstellar federation of library associations
- IFLA WLIC 2031 Mars. Book now
Rolling Stones performing live
- New Trends report - v4
- Complete reversal of Global warming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Bronx library arrives Amatrice
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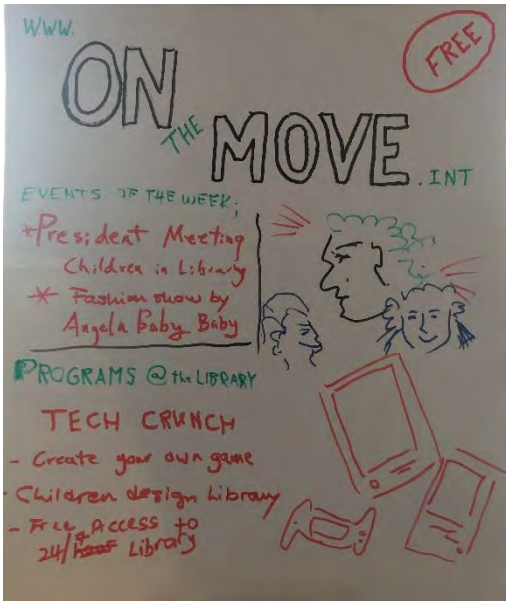
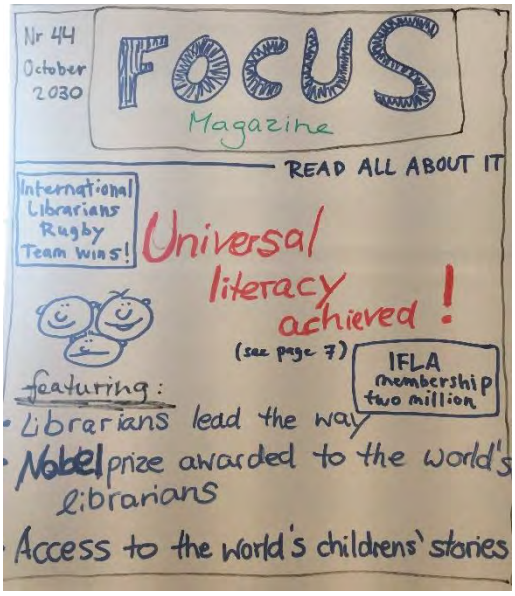

WWW.
ON THE MOVE.INT
FREE
EVENTS OF THE WEEK;
*President Meeting
Children in Library
* Fashion show by
Angela Baby Baby
PROGRAMS @ the LIBRARY
TECH CRUNCH
- Create your own game
- Children design library
- Free Access to
24/4 Library


Nr 44
October
2030
FOCUS
Magazine
READ ALL ABOUT IT
International Librarians Rugby Team wins!
Universal literacy achieved!
(see page 7)
IFLA membership two million
featuring:
• Librarians lead the way
• Nobel prize awarded to the world's librarians
• Access to the world's childrens' stories

THE WORLD
(EL MUNDO)
Le Monde
العالم
Libraries
A New Gateway to Space
Convenings
ORBITS
Sun
Places
People

Challenges and opportunities

The world is changing. Social, technological, financial, environmental and other factors affect libraries and create new challenges and opportunities for them. These challenges also change over time. In Athens, we highlighted the following challenges:

Main challenges for libraries today:		Main challenges for libraries in the next 5 years:
Funding		**Funding**
Keeping up to date with technology and infrastructure demands		**Staying relevant (needs assessment/trends)**
Staff skills and diversity		**Staff training/skills and retention**
Measuring and advocating library value		**ICT/digital capacity (changing technology)**
The legal environment (copyright, censorship, privacy, etc)		**Legal environment (privacy, copyright)**
Socio-political changes in society		Change management
Perceptions about libraries and librarians		Changing political environment
Competition from others		Dealing with new user demands (migration/ diversity)
Collecting, preserving, storing (especially related to hybrid library)		Competitors
Ensuring the mission/role is defined and remains relevant		Data management
Changing demands		
Space and use of space		

The differences between the main challenges today and in the next five years are the imperative of proving our relevance to society by providing programmes and services needed by the communities we serve; being able to adapt quickly to deal with new user groups resulting from societal changes; and understanding the ever-developing technological environment and the opportunities and implications for libraries such as the field of data management.

The main professional challenges of librarians:		The main challenges to society in the next 5 years:
Keeping up with technology		**Failure of democracy, corruption, misinformation**
Visibility of the profession		**Human crises (war, famine, poverty)**
Doing more with less		**Bringing equality (gender, pay, digital divide, all voices)**

Managing legal issues (privacy, copyright, access to information)		**Terrorism, nationalism, radicalism**
Flexibility to evolve		**Climate change**
Developing professional succession planning		Impact of the internet on society
Better professional development/career progression		Demographic shifts
Modern LIS curricula		Education
Managing diversity in the profession		Migration
Better management		Balancing global and local

How challenges affect libraries

Libraries around the world are affected by the changes in society, which in turn present and new challenges for libraries. Considering the challenges above, we believe the main consequences of these challenges for libraries are:

1. **Poor quantity and quality of information**
2. **Less literacy**
3. **Decline in community**
4. **Loss of human memory**
5. **More inequality**
6. Increased creativity/innovation
7. Loss of trust in libraries
8. Staff not able to respond to challenges
9. Libraries don't achieve mission
10. Threats from competitors
11. New users/demands/services
12. Disaster management

When we recall that libraries contribute to literate, informed and participative societies, the challenges that are most affecting this vision are: **funding, keeping up to date with technology, staying relevant, responsiveness to change, and advocating and measuring the value of libraries**.

Challenges that do not affect this vision are: **environmental challenges, funding, political challenges, legal environment, and social challenges**. With cooperation and collaboration amongst ourselves, we believe the field has the will, capacity and core values to allow us to face any challenges successfully.

How the library field will change

To tackle the challenges of the future, the library field will have to change. After discussing and exploring the challenges of the future in Athens, we reflected upon the earlier values, qualities, objectives and audiences of libraries. In the future, these may be:

The future core values of the library field should be:		In the future, the library field will have to be exceptionally good at:
Access - equal and free		**Collaboration/cooperation**
Integrity and trust		**Access to information and knowledge**
Inclusion and empowerment		**Advocacy**
Protect cultural heritage/memory		**Community outreach/customer service**
Collaboration and partnerships		**Provide space/place**
Freedom of expression and privacy		Networking
Community/service - focus and support		Organisation and information management
Universal literacy		Building trust
Lifelong learning		Literacy
Innovation		Collections and preservations
Custodians/professional skills		Teaching/guidance/educating
Courage		Doing more with less (creativity)

When we compare these answers with those given before the debate about the challenges libraries may face, we notice that more than ever the field's core values and what we believe in as a profession must form the bedrock of future activities. The field must be more outward focussed, looking to collaboration and partnerships to help us connect with the communities we serve.

Universal roles such as protecting cultural heritage and memory, and supporting literacy and lifelong learning will provide the reasoning behind the details of specific activities. The field can build on the trusted place we hold in society to ensure equality across a range of areas such as information access.

The objectives the library field should strive for in the future:		The audiences the library field will work for in the future:
Access to information and intellectual freedom		**Local community and (all) users**
Impact in the community		**Global community and humanity**
Inclusivity and equality		**Future users and non-users**

Work with other stakeholders		**Students and researchers**
Ensuring adequate funding		**Disenfranchised, disadvantaged and under-represented**
Sustainability		Funders and decision-makers
Expertise among staff		Those with low literacy
Flexibility		The profession (each other)
Strive for excellence (and show it!)		Creators
Being on the leading edge		Those with disabilities

Again, when we look back at the objectives and audiences of libraries, as opposed to the objectives and audiences of the library field, they are remarkably the same. The major change was the higher importance for the field of ensuring adequate funding. Although this is often an individual library issue, perhaps there are ways that advocacy and training at the field level can help to improve the situation.

Opportunities for the library field

In a changing world, there are considerable opportunities for the library field to find new roles and new responsibilities in society. In Athens, we identified the following opportunities for the field to impact societal challenges:

1. **Partnerships (with library and non-library environment)**
2. **Stimulate community engagement**
3. **Hub/safe space for various communities**
4. **Staff skills development**
5. **Carry out problem awareness campaigns**
6. Collections that address communities' needs
7. Promote library assets
8. Provide training and analysis

More specifically, focusing on the challenges we identified for the library field, we identified the following opportunities for the field:

1. **Stronger advocacy at all levels**
2. **Cooperation with others (including competitors!)**
3. **Create an environment that encourages change**
4. **Create a clear vision/brand for the library sector**
5. **Strategic planning and better metrics**
6. Create effective and inspiring leaders
7. Stronger initial education and staff development
8. Overcome silos and share resources
9. Stronger engagement with the grassroots
10. Connect library collections
11. Engage on ethical, legal and regulatory challenges
12. Share and celebrate success stories
13. Proper risk management

Making these changes and overcoming challenges depends on the library field having the necessary components to achieve this future. In Athens, we identified the following needs for the field to attain this vision:

1. **Strong and visionary leadership**
2. **Powerful partnerships**
3. **A global vision connected with local strategy**
4. **Support infrastructure - standards, training, toolkits, communication space**
5. **Strong library associations**
6. Work together, be open, and share knowledge
7. Stay agile and responsive to change
8. Improve diversity within the field
9. Skilled, empowered and motivated people
10. LIS education that responds to the needs of the future
11. Demonstrate our worth

In addition to the needs of the field, individual libraries will also require some assistance. In Athens, we identified the following needs for individual libraries:

1. **Passion, imagination, creativity**
2. **Confidence and outspokenness**
3. **More effective leadership and decision-making**

4. **Be more aware of current issues and their impacts**
5. **Advocacy training and tools**
6. Engage more in associations/networks
7. Develop staff skills and motivation
8. Better information about IFLA (tools, website)
9. Better mutual support
10. Commit to supporting new professionals
11. Mentoring
12. Greater autonomy

To leverage these opportunities, the library field should work in: partnerships (with library and non-library environments); reviewing and developing library staff skills; stimulating community engagement; providing training/education for users; providing a hub/safe space for various communities; developing collections that address communities' needs; carrying out awareness campaigns on community issues; crowdsourcing ideas and solutions; and promoting library assets.

In Athens our participants said the library field should stop:

- Complaining, and use the energy to shape a positive future
- Thinking we are the only experts in the information field
- Doing more with less – ask for more – work with what you have or raise more
- Services that are at the end of their life cycle
- Presenting barriers
- Duplicating efforts
- Working in silos
- Being territorial
- Assuming a good library is enough – advocate and tell our story

If these answers are compared to the answers to similar questions before we identified the challenges, the differences are that participants identified the barriers affecting progress and began to provide solutions and ways to turn challenges into opportunities. 100% of the participants met somebody new during the meetings, 95% discovered a colleague who can help them, and 93% found someone they can help in return. 97% learned something new about another participant, while 72% learned something new about themselves. This shows the library field is extremely able to be united around shared challenges, opportunities, and connections among individual librarians.

How to continue the conversation and unite the library field?

The conversation about how a united and connected library field can tackle the challenges of the future does not stop in Athens, but will be continued with specific groups. To continue this conversation with the Standing Committees, we recommend:

1. An introductory email encouraging involvement
2. Using virtual meeting tools (Zoom)
3. Using business meetings in Wroclaw
4. Using the toolkit to share Information about today
5. Regular emailing and newsletters
6. Running a survey to solicit ideas
7. Using sharing technology (Basecamp)
8. Using mid-term meetings
9. Keeping the conversation alive (through social media)
10. Determining what this means for our own section
11. Starting off with a smaller work group
12. Blogging/Vlogging

To take the conversation further to the professional networks of the participants, we recommend:

1. Using existing communities (country, associations, etc.)
2. Raising discussion at meetings and conferences
3. Promoting https://globalvision.ifla.org via signatures, web sites, social media etc.
4. Writing news reports, articles
5. Connecting with the regional vision participants
6. Including discussion in all WLIC-related events

7. Talking to partners outside the field
8. Motivating our closest colleagues to be active
9. Presenting to educators and involving library schools
10. Producing and promoting a video message
11. Asking everyone you have contact with to raise it with one other person

To involve new voices in the conversation, we recommend:

1. Meetings, workshops, conferences
2. Social networks/social media
3. Working with professional associations
4. Involvement of LIS students
5. Library user involvement
6. Leader involvement
7. Workplace colleagues/personal contacts
8. Webpages, blogs, wikis etc.
9. Including the sceptical voices
10. Vendors/suppliers/NGOs involvement
11. Contest to encourage members to talk to non-members
12. Video presentation

This conversation will be continued worldwide thanks to supporting materials placed on the https://globalvision.ifla.org website and the use of the hashtag **#iflaGlobalVision**.

Librarians stand ready

Participants of this workshop shared what brings them joy in their work as librarians. These reflect the values that we bring to the profession and society. Some of our joy includes:

- *Connecting people to people and people to resources.*
- *Seeing the smiles on the faces of users when they get what they need.*
- *Pride in the courage to speak truth to empower.*
- *Sharing information to help people develop themselves as human beings.*
- *Seeing children enjoy and connect with books.*
- *Helping people improve their lives.*
- *Being professionally active and networking with colleagues.*
- *Contributing to knowledge and understanding.*
- *Creating creators.*
- *Staff working for me finding other higher-level positions.*
- *Collaborating with others to impact the knowledge of users.*
- *Making a change.*
- *Always learning.*
- *Working with books, every day.*

- *Indigenous people connecting with their traditional knowledge that has been kept from them in locked libraries and archives.*
- *Helping children and young people discover the magic of books and reading.*
- *Community engagement.*
- *Curating and communicating special collections.*
- *Safeguarding equal access to information.*
- *Having an impact – every day is different.*

A global conversation

This report was created in an interactive process, using the model of a 21st Century Town Hall style meeting in Athens on 4-5 April 2017. It is part of a global conversation initiated by IFLA about how a united library field can tackle the challenges of the future.

Over the course of two years (2017-2018), IFLA will involve as many librarians and others as possible in this global conversation. Participants are encouraged to continue the conversation in their own networks and organizations, and share the results with IFLA. At the end of 2017, the first results of all the workshops and online discussions will be incorporated into a *Global Vision Report*, which in turn will be adapted into concrete strategies, processes and work programmes in 2018.

To learn more about the global conversation and get access to supporting materials to help launch and facilitate your own activities, visit https://globalvision.ifla.org.

For more photos of the IFLA Global Vision kick-off meeting in Athens, Greece you may visit this Flickr album. You may also read the summary of this workshop and learn more about the final recap of all the Global Vision Regional workshops.

REPORT OF THE IFLA GLOBAL VISION REGIONAL WORKSHOP IN NORTH AMERICA: WASHINGTON, D.C., USA

Global Vision discussion

Report of the North America meeting

How a united library field can tackle the challenges of the future

Washington DC, USA | Library of Congress

3 - 4 May 2017

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Introduction

On the 3rd and 4th of May 2017, in Washington, DC. USA, 22 librarians participated in a conversation about how a united library field can tackle the challenges of the future. Together we represent 665 years of library experience, and 134 years of experience with IFLA. We represented two countries in North America, and a cross-section of 10 library types and services, for instance law libraries association, special libraries, national libraries, public libraries, rural and small libraries, universities, academic libraries, library associations, regional networks, special libraries, museum libraries, library schools, consortia, medical libraries, libraries for the blind etc.

This report focuses specifically on libraries and the library field in North America, their challenges and future.

For two days, we discussed the challenges libraries face, a vision on libraries and the unified library field and our own role in overcoming these challenges. The main challenges we identified for libraries in North America are:

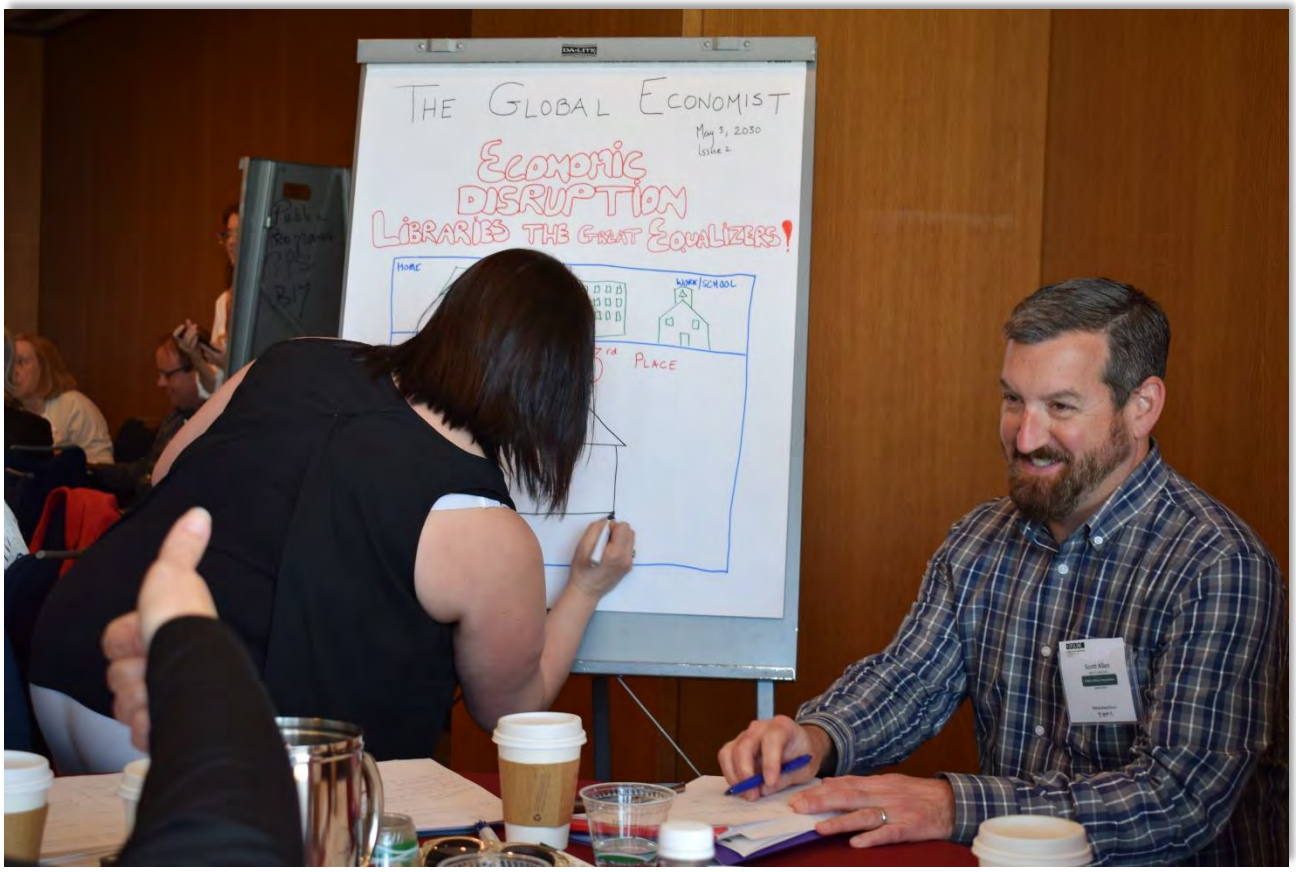
1. Funding
2. Leadership capacity
3. Licencing VS Ownership / Copyright / Intellectual Property
4. “Being at the table”
5. Change management

Libraries can overcome these with its unique values:

- Equitable access to a diversity of information and ideas
- Promoting lifelong learning
- Intellectual freedom
- Diversity & inclusion
- Democratizing force / social equality & ethics responsibility

and qualities:

- Information expertise
- Access to information
- Building relationships
- Providing services
- Community engagement



The library field has considerable opportunities to have impact in the future. We identified some following opportunities for a united library field:

- ***Working with and through IFLA***
- *Communicate regularly with stakeholders & partners (plan to do & do)*
- *Establish communities of practice for core challenges*
- *Develop diversity & leadership*
- *Supports local challenges*
- *Shared purpose / focus*
- *Collaborative (inside / outside)*
- *Influential (inside / outside sector)*
- *Diversity of strengths / inclusive*
- *Inspirational / aspirational "work to the stars*
- *Demonstrating relevancy of libraries*
- *Identifying collaborative partnerships and opportunities (outside the sector)*
- *Unified voice in messaging and PR / create global brand*
- *Closing the digital divide*
- *Document's world's heritage cohesively*

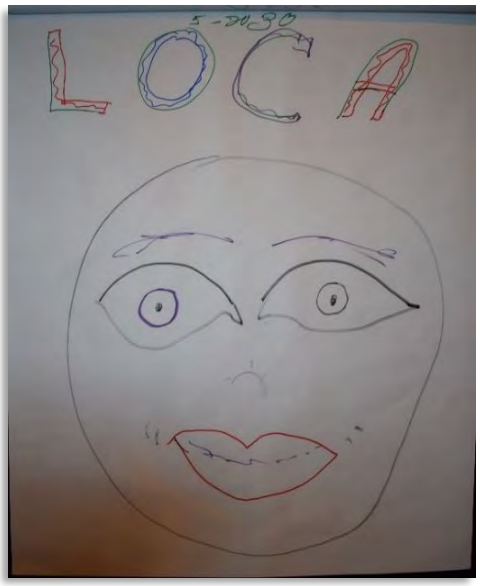
To achieve these, the library field should overcome challenges, such as Identifying leaders with requisite competencies, lack of diversity, funding issues, competition/lack of history of sharing resources, different/ disparate resources and needs within silos (sectors or geographies), attitudes in internal stereotypes can be a challenge, fragmentation, language, cultural barriers, the uneven opportunities to participate in a sustained dialogue etc.

All these recommendations are presented in more detail in this report.

A vision on libraries

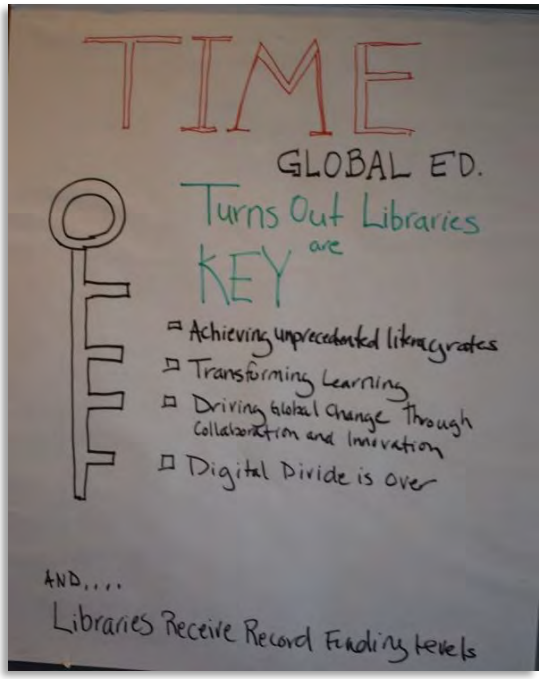
Participants designed the cover of a magazine of their choice from 2030 about a successful library field.

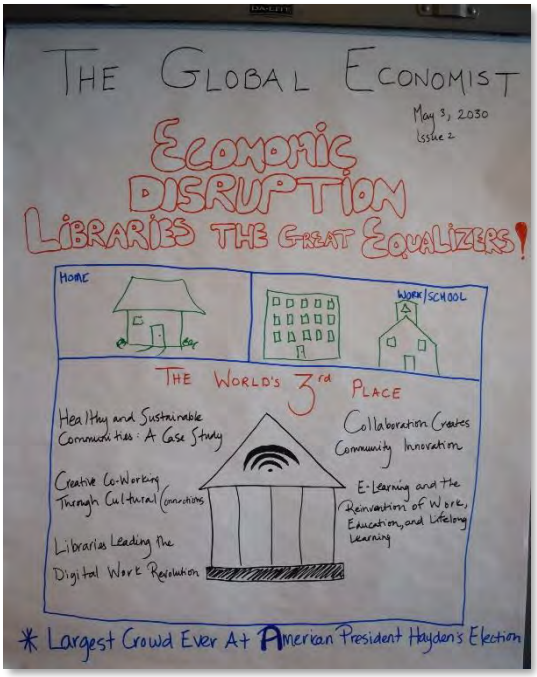
Libraries enable literate, informed and participative societies. When we look at the future, according to the debates in Washington, DC, this means that a magazine of the future would be virtual and different for everyone.



"LO for Local but also International. The image on the front of the magazine reflects a child's face, as children are the future. This face is "gender, national and language neutral" and it is also on top of a round world. Depending what your needs are, it gives you the articles that you need, in any way that you need. It is also virtual. This magazine of the future uses an artificial intelligence (AI) system in order both to determine what your needs are and to fulfil them in the language or the way you want/need to receive the information (even in Braille).

In 2030 we know that we are going to be post-web, post digital, post-device, in a world that is fundamentally changed. The eyes sense when it's time to provide valid information or entertainment, based on the curation done by libraries. Libraries also teach us how to use those things. Thus, in 2030 we will have a much more informed society, but also one in which information is curated in such a way as not to manipulate us, but to ensure that we are informed enough to make our own decisions. This child has grown up in this transformative society, which libraries have led."





Defining libraries

Libraries play a unique role in achieving literate, informed and participative societies. Yet they are not the only actors in this process. To identify where libraries can make a difference, together we defined what we believe a library is at this moment (note the frame of this meeting is North America):

The core values of libraries:		**Libraries are exceptionally good at:**
1. ***Equitable access to a diversity of information and ideas***		1. ***Information expertise***
2. ***Promoting lifelong learning***		2. ***Access to information***
3. ***Intellectual freedom / ethics responsibility***		3. ***Building relationships***
4. ***Diversity, inclusion***		4. ***Providing services***
5. ***Democratizing force / social equality***		5. ***Community engagement***
Integrity		*Technology enablers*
Community building		*Open mindness*
Protecting privacy [information ethics]		*Information literacy instruction*
Public service		*Organization*
		Accountability
		Physical presence / library as space

		Providing programming
Libraries should do more of:		**Libraries should do less of:**
1. ***Lobbying & Advocacy & creating library champions / give evidence***		1. ***Always saying "yes" / doing more with less***
2. ***More diverse libraries & cultural competencies***		2. ***Fewer sacred cows***
3. ***Develop leaders & succession planning***		3. ***Less counting of things / more measure impact***
4. ***Outcome: impact measurement***		4. ***Less competing with others doing the same work***
5. ***Collaboration & partnership***		5. ***Less duplication of services / efforts among ourselves***
Showcasing skillsets (successors & failures)		*Being reactive and more proactive*
Reach more people who could use us		*Less whine, more wine*
Two ways conversations & listening		*Less rules (users)*
Transformation, innovation & learning		*Less meekness / understanding*
Assessment of our education		*Less stereotypes*
		Less ridged workplaces (staff)
		Less sitting in the library building

Challenges and solutions

The world is changing. Social, technological, financial, environmental and other factors affect the library field and create new challenges and opportunities for them. These challenges also change over time. In Washington, DC, we highlighted the following challenges in the North America context:

Main challenges to society:		**The main challenges to libraries:**
1. Socio – economic inequality		***1. Funding***
2. Sustainability / environment		***2. Leadership capacity***
3. Lack of access to quality education		***3. Licencing VS Ownership / Copyright / Intellectual Property***
4. Polarization of views / of society		***4. "Being at the table"***
5. Lack of critical thinking		***5. Change management***
Civility (lack of)		*Evaluation*
Challenges of democracy		*Apathy from the public towards libraries*
Demographic changes		*Digital / Preservation*
Migration		*Staff development continual & new skills*
Shift to digital age & impact of that change		*Too siloed (types, geographies)*
Surveillance / Big brother / lack of privacy		*Balancing multiple, conflicting priorities*
Loss of culture		*Barriers to use*

Additionally, the participants identified their main professional challenges:

Main professional challenges:
1. Recruitment / Low salaries / job security
2. Skills development / training
3. Leadership & entrepreneurship
4. Workload / burnout
5. Too many silos / not untied voices

Design and marketing competencies
Mobility of workforce
Content format challenges
Ability to respond / impact to policy
Strategic thinking / change making
Organizational inertia
Lack of resources for skills development

What libraries need to overcome to be successful?

Reflecting on these challenges and the vision on the future of libraries outlined with the magazine covers, participants identified different things that libraries need to overcome:

- Our inability to get on the bus together
- A sense of us VS them for library ecosystem
- By 2030 the challenge of lack of public awareness of library services/community building
- The shift to digital / Digital divide
- Not being at the table
- Lack of leadership & lack of succession planning
- Lack of entrepreneurial skills
- Change management
- Lack of diversity and lack of inclusion
- Lack of diversity in the profession
- Discussions about if libraries will exist in the future
- Stigma that libraries are no longer relevant
- Funding challenges
- Having walls and instead will have one and unified voice on critical issues
- Issues of ownership/licencing
- Lack of equitable access to universal information and educational materials
- Tension between space for collection and place for people
- Apathy about libraries
- The difficulty of convincing diverse partners about the wide-ranging value of libraries
- Devaluation of libraries. We will be valued for our expertise and democratisation
- Lack of PR and marketing skills
- Lack of support by having well branded and easy to use libraries

A united library field

The challenges faced by the library field from the ever-increasing globalization can only be met and overcome by an inclusive, global response from a united library field.

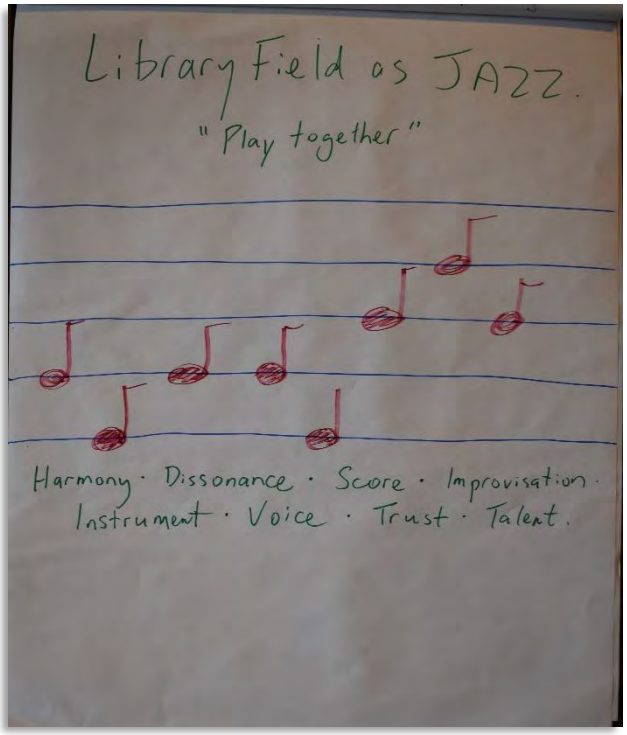
In Washington DC, we contributed to this united library field and created an image of what this might look like.

One voice, one goal, one vision

ONE VOICE

"Voice and trust are so important in the united library field. Therefore, we saw the library field as jazz. In a jazz ensemble you need various instruments: a clarinet and a saxophone for instance. All players are interpreting a score, but they do it in their own individual way and they all together come with one musical voice. Playing together creates a universal music. When you are playing, your voice is being heard and you are at the table! Jazz also means that you have individual scores. We can all play instruments, and someone needs to be in the front as the jazz singer but in line with a united team.

Music is harmony, but also dissonance which creates energy and makes you move on; it is also score, improvisation, trust, passion. We thought about the movement in music and that's why we came up with this metaphor. We need that kind of movement to create a generation of folk who believe in the goal and can move things forward. As an example, the feminist movement increased women's self-esteem, dealt with systemic issues and celebrated women's successes.



Libraries are different across countries, but they are united in certain respects. We can all play our own role, towards the same score and in that way we can see ourselves as musical band leaders who will all be working to create a universal music. Music is a universal language, but we are moving in different tempos. We all celebrate when one sector plays well. And it is better together rather than one band. You might have solos, but it is better playing together. Together you achieve it. No one can do it alone."

ONE GOAL

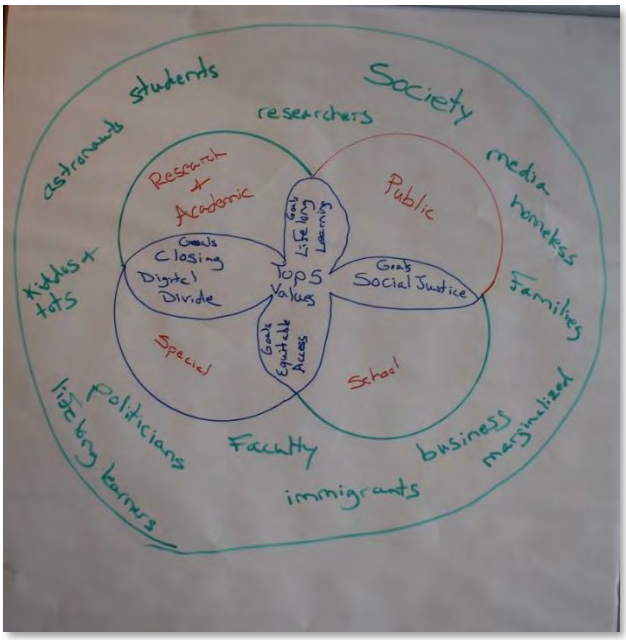
"We came up with this sports analogy. Soccer is a global sport. IFLA is international. Everyone on the team is important and we all need a common goal, a vision. In this game, we all have a different role. And we have to recognize the challenges in order to move things forward, having leaders and goals and knowing what we are trying to achieve. There are coaches and mentors. There is always someone in the team who wants to score the goals: the inspiring champions.

People on the bench are waiting to support the team, whenever there is a need to, and the coaches can at any time bring in more people with the right strengths to fill the gaps where the team is lacking.

Soccer is constantly adaptable and reforming. It is fast, adapting and moving quickly based on way society changes. It is also a game that you can play with just a ball but also in a million-dollar stadium. Anyone can make a difference and, as with the World Cup, someone whom you don't expect to can win.

"If you dream it, you can achieve it" Walt Disney said. But also… we say: "If you believe it, you can achieve it". We need a more united front, in order to engage more believers."

ONE VISION



Furthermore, this image relates to all different kinds of libraries and society itself, which contains everything:

1. *Closing the digital divide*
2. *Social justice*
3. *Equitable access*
4. *Lifelong learning*

- *the whole community: students, astronauts, politicians, faculty, immigrants, business, marginalised, media, homeless, families, researchers - the whole society.*

Some people imagined this as a flower or four-leaf clover."

Defining a unified library field

The united library field needs to contribute to tackling challenges of libraries. To do so, participants discussed what a united field might look like. First, we looked at how a united library field should help libraries meet the challenges of the future:

1. ***Working with and through IFLA***

- ***planning***
- ***collaboration (inside and outside)***
- ***develop common global agenda***
- ***create roadmap / evaluation plan***
- ***assess & adjust (alignment)***

2. ***Communicate regularly with stakeholders & partners (plan to do & do)***
3. ***Establish communities of practice for core challenges***
4. ***Develop diversity & leadership***
5. **Supports local challenges**

Create space for connections / engagement (local to global, outside the community etc.)

Establish / refresh core values with the field

Create / identify clear roles & responsibilities

To enable this, the united library field needs to have the following characteristics and focus:

Characteristics of a united library field:		Focus of a united library field:
1. ***Shared purpose / focus***		1. ***Demonstrating relevancy of libraries***
2. ***Collaborative (inside / outside)***		2. ***Identifying collaborative partnerships and opportunities (outside the sector)***
3. ***Influential (inside / outside sector)***		3. ***Unified voice in messaging and PR / create global brand***
4. ***Diversity of strengths / inclusive***		4. ***Closing the digital divide***
5. ***Inspirational / aspirational "work to the stars"***		5. ***Document's world's heritage cohesively***
Global perspective rooted in the lived experience		*Unified approach to content*
Transparent and accountable		*Capacity building for diversity*
Answering the "so what"		*Confidence building*
Trust and sharing		*Bringing people together / convening*
Risk taking		*Filling gaps*
Responsiveness & urgency		*Reach & coverage of libraries*
Supportive & consensus seeking (on common goals)		*Tactics to solve problems and address challenges (Part A)* *Issue spotting (part* B)
Consistency & clear in communication / messages		*Public policy / education = access to information*
Passionate & assertive		*Global information literacy*

We measure completion, not progress (comment for achievable goals)

Challenges and opportunities to creating a united library field

The creation of a united library field will face challenges, and there are opportunities to do so. In Washington DC we identified the following challenges and opportunities for the field:

Challenges for the creation of a united library field:		**Opportunities for the creation of a united library field:**
Different/ disparate resources and needs within silos (sectors or geographies)		*Global mindset and increased awareness*
Competition / lack of history of sharing resources		*Leadership growth and mentoring*
Hardwork, long process to maintain momentum		*Easy wins/low hanging fruit*
Status quo and inertia issues		*Changing demographics*
Lack of diversity		*Leveraging technology*
Funding		*Unified communication / collaboration, networking (e.g. social media)*
Opportunities to participate in a sustained dialogue are uneven		*Global education opportunities for staff*
Attitudes in internal stereotypes can be a challenge		*We have an international association with standards and committees*
Fragmentation, language, cultural barriers		*Leverage the identified common values*
Getting buy-in and commitment		*Framework for shared goals/ common mission* *Shared framework for supporting goals*
Legal and political framework		*Standing up for democratic values*
Cultural inclusion		
Identifying leaders with requisite competencies		

Participants highlighted various examples of collaboration across countries, regions and library types that could serve as an example for a united library field.

- OCLC
- UN
- Bill and Melinda Gates Foundation
- IFLA (national Library Section)
- Library and Archives Canada joint projects
- DPLA
- Europena
- Internet machine
- The Canadian Federation of Libraries Association
- Library standards -ILL, MARC
- World Digital Library

- Creative Commons
- PREMIS
- JISC
- BOBCAt
- One laptop per child
- The partnership: Canadian network of territorial and provincial associations
- Internet archive
- Webjunction
- Lubuto library partners
- Libraries without borders
- Peace corps
- Open science initiative
- EIFL
- Worldcat
- International Librarians Network
- PLA & AFLIA joint leadership training
- Chinese Librarians Seminar (CALA)
- Canada e-book advocacy

Continuing the conversation

The conversation in Washington DC will be continued in the region at various places. Participants shared ideas about continuing the conversation in their commitment plans. Also, they started building the united library field. 100% met someone they didn't know before during the workshop. In addition, 75% of the participants discovered a colleague who can help them, and 70% found someone they can help in return. 90% learned something new about another participant, while some learned something new about themselves. This shows the library field in North America is very well able to be united around shared challenges, opportunities, and connections among individual librarians.

A global conversation

This report was created in an interactive process, using the model of a 21st Century Town Hall style meeting, in Washington DC on 3rd and 4th of May. It is part of a global conversation initiated by IFLA about how a united library field can tackle the challenges of the future.

Over the course of two years (2017-2018), IFLA will involve as many librarians and others as possible in this global conversation. Participants are encouraged to continue the conversation in their own networks and organizations, and share the results with IFLA. At the end of 2017, the first results of all the workshops and online discussions will be incorporated into a *Global Vision Report*, which in turn will be adapted into concrete strategies, processes and work programmes in 2018.

To learn more about the global conversation and get access to supporting materials to help launch and facilitate your own activities, visit https://globalvision.ifla.org. Stay tuned for news about the IFLA Global Vision discussion following #iflaGlobalVision.

For more photos of the IFLA Global Vision workshop in Washington, DC, USA, you may visit this Flickr album. You may also read the summary of this workshop and learn more about the final recap of all the Global Vision Regional workshops.

REPORT OF THE IFLA GLOBAL VISION REGIONAL WORKSHOP IN AFRICA: YAOUNDÉ, CAMEROON

Global Vision discussion

Report of the Africa meeting

How a united library field can tackle the challenges of the future

Yaoundé, Cameroon | 14 - 15 May 2017

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Introduction

On the 14th and 15th of May 2017, in Yaoundé, Cameroon, 43 librarians participated in a conversation about how a united library field can tackle the challenges of the future. Together we represent 998 years of library experience, and 355 years of experience with IFLA. We represented 37 countries in Africa, and a cross-section of library types and services, such as public libraries, NGOs, Associations, Academic libraries, school libraries, special libraries as medical or prison libraries, parliamentary libraries, volunteer libraries. This report focuses specifically on libraries and the library field in Africa, their challenges and future.

For two days, we discussed the challenges libraries face, a vision on libraries and the united library field and our own role in overcoming these challenges. The main challenges we identified for libraries in Africa are

1. Inadequate and poorly motivated leaders and librarians
2. Inadequate infrastructure
3. Lack of funding/resources
4. Poor implementation of strategic plans

5a. Outdated LIS curriculum (in some parts of Africa)

5b. Lack of qualified librarians running libraries / career development for librarians (in other parts of Africa)

Libraries can overcome these with its unique values:

- Knowledge sharing
- Professionalism
- Community engagement
- Freedom of access to information
- Collaboration

and qualities

- Providing opportunities to access information
- Promoting learning, literacy and reading
- Preservation and conversation of cultural heritage
- Place for dialogue and meeting
- ICT support

The library field has considerable opportunities to have impact in the future. We identified the following opportunities for a united library field:

- Lobbying and advocacy at all levels
- Alignment of library services with local and national objectives
- National platforms for communication and the exchange of best practices
- Capacity building and providing additional training for librarians
- Improvement of communications among librarians through ICT, by breaking down walls & barriers
- Dynamic - committed - relevant librarians
- Shared values - vision - purpose - programmes
- Effective collaboration and networking

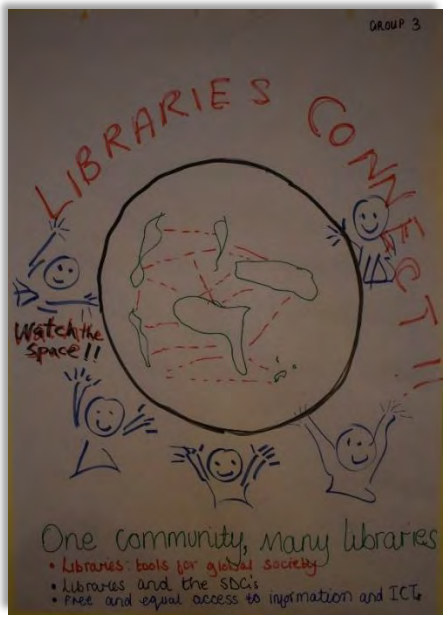
- Inclusivity of all library workers, library types and languages
- A united voice
- Improved qualifications, skills and competencies
- Community engagement
- Development of African standards for libraries and librarians
- Advocacy and marketing
- Sharing resources

All these recommendations are presented in more detail in this report.

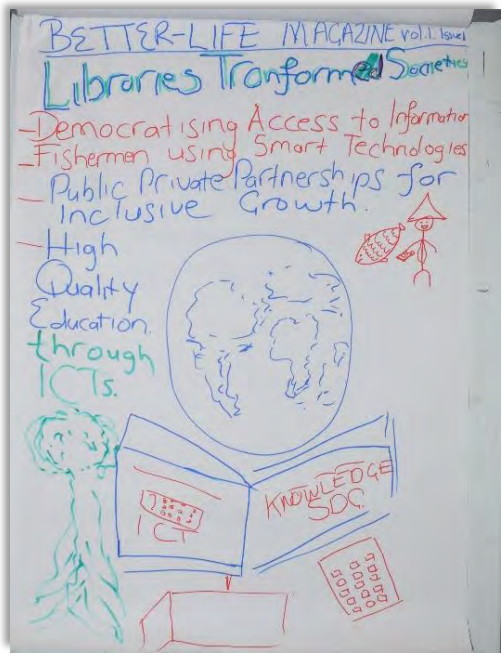
A vision on libraries

Participants designed the cover of a magazine of their choice from 2030 about a successful library field.

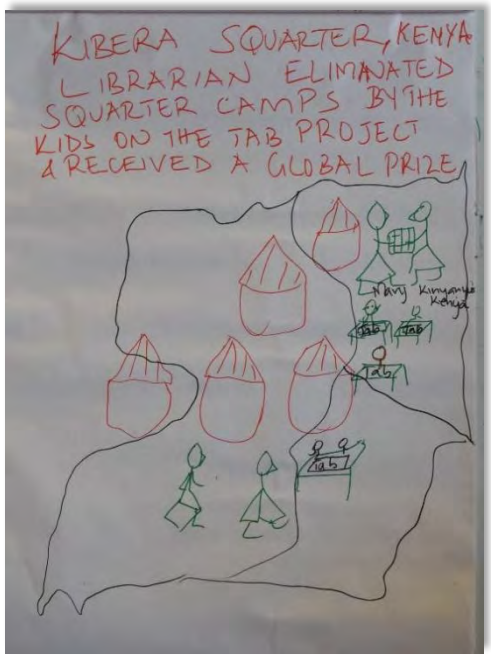
Libraries enable literate, informed and participative societies. When we look at the future, according to the debates in Yaoundé, Cameroon, this means that:



"Magazine title: Libraries connect.
The theme of this particular edition is one community, many libraries. What we are trying to convey here is that each and every one who lives in the world has access to as many libraries as possible, wherever they are, virtual or in buildings.
We used the picture of a globe with all the continents and you can see that Africa is the biggest of all. The rest of them were shrunk a little bit. Each one of them is connected in all directions. Everybody is connected. No one is excluded. If we don't have connections and networks, we cannot achieve anything. What is happening around the globe? There are five happy faces, holding the globe. Libraries: tools of global society. The message for inclusivity is very strong. Free and equal access to information and ICTs."



"Magazine title: Libraries transform society.
How? For example: democratizing access to information, fishermen using smart technologies. Public private partnerships for inclusive growth, high quality education through ICTs.
Equal transformation, for a smart future and of course global, inclusive growth and inclusive development.
The library is significant towards this progress. All those indicators for smart technologies, for a smart future."



"Libraries are part of development. By 2030 they will have succeeded the 2030 vision and will no longer be isolated, but completely part of the communities. But the most exciting thing is that they are changing lives. The librarian of the Kibera library in the Kibera squatter slums, Kenya received the Nobel prize. By working with children and utilising tablet computers, the children developed and completely changed the environment in which they live. Kibera no longer exists."

"We see libraries at the heart of success. Regardless of whether learning takes place under a tree or in a library building, families and society are affected. A range of citizens give testimonials on how libraries have changed their lives."

Defining libraries

Libraries play a unique role in achieving literate, informed and participative societies. Yet they are not the only actors in this process. To identify where libraries can make a difference, together we defined what we believe a library is at this moment (note the frame of this meeting is Africa):

The core values of libraries:		**Libraries are exceptionally good at:**
1. Knowledge sharing		***1. Providing opportunities to access information***
2. Professionalism		***2. Promoting learning, literacy and reading***
3. Community engagement		***3. Preservation and conversation of cultural heritage***
4. Freedom of access to information		***4. Place for dialogue and meeting***
5. Collaboration		***5. ICT support***
Inclusivity – protection of children and vulnerable		*Organising and disseminating knowledge*
Integrity, credibility, neutrality and trustworthy, transparency		*Safe place for people to work, leisure*
Service excellence		*Collaboration*
Respect of tradition		*Community engagement*
Privacy and intellectual freedom		*Human capacity development / training*
		Helping people solve problems

Libraries should do more of:		Libraries should do less of:
1. ***Effective advocacy***		1. ***Stop being shy!***
2. ***Training for librarians***		2. ***Stop guarding our books and just sitting behind the desk!***
3. ***Increasing visibility by telling our own story***		3. ***Less passive and traditional***
4. ***Information literacy***		4. ***Less complaining and moaning***
5. ***Adaptation to IT innovators***		5. ***Stop restricting access to material***
		Stop working in our silos of library types
Marketing		
Community outreach		*Restricted opening hours*
Adaptation of content & programmes to local needs		*Overreliance on books*
Fundraising		
Improve service excellence		
Being current & up to date		

ICI
LES BIBLIOTHÈQUES,
AU COEUR
DE LA RÉUSSITE!

Challenges and solutions

The world is changing. Social, technological, financial, environmental and other factors affect the library field and create new challenges and opportunities for them. These challenges also change over time. In Yaoundé, Cameroon, we highlighted the following challenges in the Africa context:

Main challenges to society:		The main challenges to libraries:
1. Low functional literacy		***1. Inadequate and poorly motivated leaders and librarians***
2. Political instability/bad governance and corruption		***2. Inadequate infrastructure***
3. Poverty and inequality		***3. Lack of funding/resources***
4. Unemployment		***4. Poor implementation of strategic plans***
5. Poor perception of value of reading		***5a. Outdated LIS curriculum (in some parts of Africa)*** ***5b. Lack of qualified librarians running libraries / career development (in other parts of Africa)***
Political and religious and social / cultural tolerance		*Libraries not meeting needs of communities*
Digital divide		*All communities do not have access to a library*
Poor infrastructure		*Misconception of librarians and libraries*
Female discrimination		*Irrelevant collections - underuse*
Regional isolation		
Inadequate healthcare		

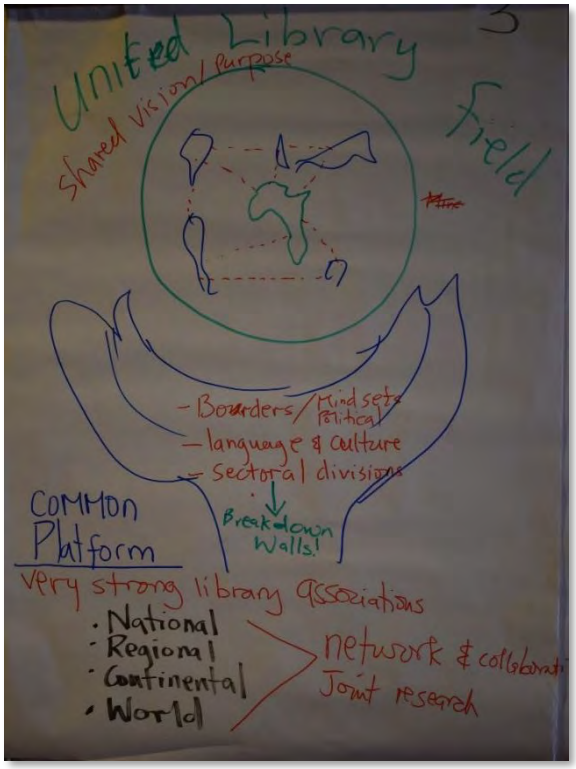
What libraries need to overcome to be successful?

Reflecting on these challenges and the vision on the future of libraries outlined with the magazine covers, participants identified different things that libraries need to be successful:

- New contacts in new countries
- We can overcome the issues together
- The sense of working together, working dynamically

A united library field

The challenges faced by the library field from ever-increasing globalization can only be met and overcome by an inclusive, global response from a united library field. In Yaoundé, Cameroon, we contributed to this united library field and created ideas/images of what this might look like.



*"**Le monde synergy**.*
We need to find a new way of working together. All types of libraries and associations should talk to each other and all these groups should contribute to the development of libraries.

Working in synergy is key but to make them work together is a challenge. It is all about trying to find the way to do that. We begin internationally, then we go on a country level, then to a sub region level and then to the region.

If it happens in one country, it can trigger what happens in other countries."

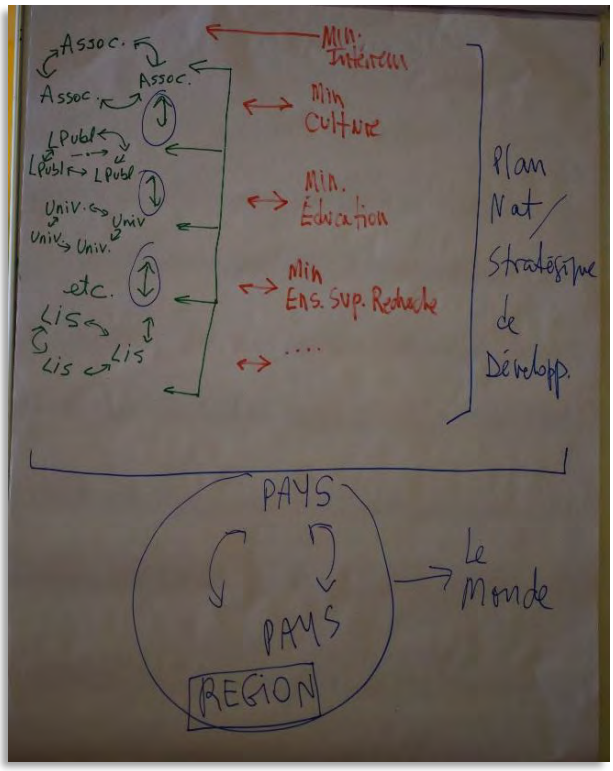
"Ubuntu:
I am because we are.

United we stand. Divided we fall. We all go and we go together.

We cannot be separate. Everything is linked. The profession cannot be divided. If all of us have to grow, we should grow together. One of us cannot reach the highest level, while others are lacking behind.

Solidarity and mobilisation. What is happening in one library, reflects in other libraries as well. If you have a pain on your shoulder, this impacts on the whole body. If one part is suffering, is not good, it is going to impact the whole library field. So, the first thing is: collaboration!

Raise your voice and take action to take part in this movement."



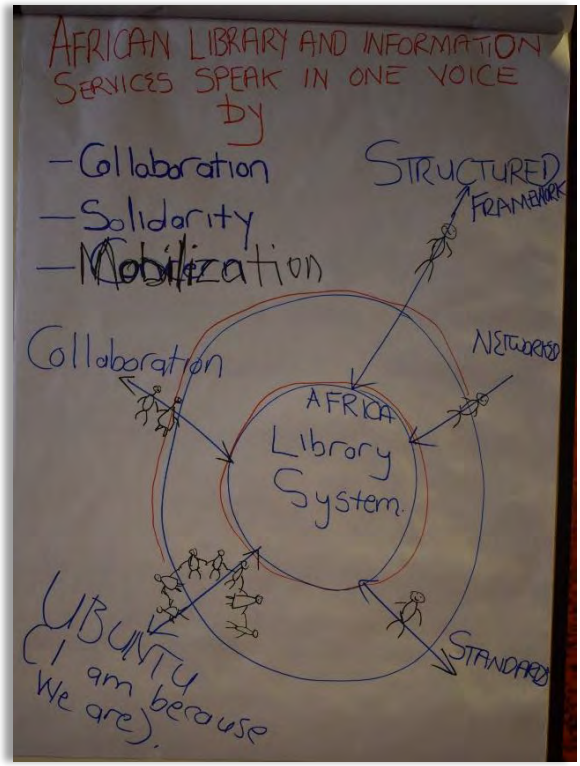
"How do we unite the library field? We need to connect the libraries and we can only do that if we break the walls that are hidden among us.

But how do we lead ourselves? You cannot frame a united field, if your house is not in order. So, we begin from the national level, then we go regional, continental, and the world."

*"**A global vision = local impact***
or
Local impact - a global vision

As AfLIA we are a strategic partner of IFLA and we take all African countries to IFLA and through IFLA to the United Nations, which is the highest body in the world. There are additional regional associations on the continent that need to be part of this united library field.

We envision one global digital library in which Africa is a part."



Defining a united library field

The united library field needs to contribute to tackling challenges of libraries. To do so, participants discussed what a united field might look like. First, we looked at how a united library field should help libraries meet the challenges of the future:

1. ***Lobbying and advocacy at all levels***
2. ***Align library services with local and national objectives***
3. ***A national platform for exchanges, communication, best practices***
4. ***Capacity building (training for librarians)***
5. ***Improve communications among librarians through ICT, break down walls and barriers***
Succession planning and mentorship and support
Exploring new partnerships in and outside libraries
Develop and implement LIS standards and library policies

To enable this, the united library field needs to have the following characteristics and focus:

1. ***Characteristics of a united library field:***		1. ***Focus of a united library field:***
2. ***Dynamic, committed, relevant librarians***		2. ***Collaboration and networking***
3. ***Shared values, vision, purpose, programmes***		3. ***Improved qualifications, skills and competencies*** ***Community engagement***
4. ***Effective collaboration***		4. ***Develop African standards for libraries and librarians***
5. ***Inclusivity of all library workers, library types and languages***		5. ***Advocacy and marketing***
United voice		***Sharing resources***
Technology driven – using technology well for all		*Purpose built infrastructure/libraries*
Effective governance systems		*Improved services to support learning, teaching and research*
Common minimum standards		*Encouraging librarians to use the internet*
Strong & vibrant library associations – national and regional		*Continuing professional development*
Up to date librarians/library services		*Work on communication and visibility*
		Shared framework for impact assessment and measures

Potential of a united library field

The creation of a united library field will face challenges, and there are opportunities to do so. In Yaoundé, Cameroon we identified the following opportunities for the field:

Opportunities for the creation of a united library field:
To learn, share and implement best practice
To strengthen the networking and collaboration among library associations
Utilize strong, innovative library and information schools for countries without education for the profession
Improve the value and visibility of the library profession
Capacity building
Aligning with AU2063 and the UN 2030 SDGs
Developing common impact data measures that show how libraries are contributing to their communities
Expand consortia to include more than academic libraries
Utilise ICT for networking and communication

Participants highlighted various examples of collaboration across countries, regions and library types that could serve as an example for a united library field.

- The Kenyan Library Association is mentoring library associations in South Sudan and Rwanda.
- Cross-sectoral collaboration among libraries in South Africa to ensure use of the same library norms and standards.
- Partnership agreement between South Africa National Library and 23 other national libraries to improve capacity building of libraries and staff.
- The library association of the Democratic Republic of Congo assisted librarians in Congo Brazzaville, Congo to advocate for the establishment of a national library. This has now happened.
- International partnerships among libraries such as Namibia and Finland, Sweden with Kenya and Zimbabwe, Malawi and Scotland.

Continuing the conversation

The conversation in Yaoundé, Cameroon will be continued in the region at various places. Participants shared ideas about continuing the conversation in their commitment plans. Also, they started building the united library field. 100% met someone they didn't know before during the workshop. In addition, 90% of the participants discovered a colleague who can help them, and 100% found someone they can help in return. 100% learned something new about another participant, while 100% learned something new about themselves. This shows the library field in Africa is very well able to be united around shared challenges, opportunities, and connections among individual librarians.

A global conversation

This report was created in an interactive process, using the model of a 21st Century Town Hall style meeting, in Yaoundé, Cameroon on the 14th and 15th of May 2017. It is part of a global conversation initiated by IFLA about how a united library field can tackle the challenges of the future.

Over the course of two years (2017-2018), IFLA will involve as many librarians and others as possible in this global conversation. Participants are encouraged to continue the conversation in their own networks and organizations, and share the results with IFLA. At the end of 2017, the first results of all the workshops and online discussions will be incorporated into a *Global Vision Report*, which in turn will be adapted into concrete strategies, processes and work programmes in 2018.

To learn more about the global conversation and get access to supporting materials to help launch and facilitate your own activities, visit https://globalvision.ifla.org. Stay tuned for news about the IFLA Global Vision discussion following #iflaGlobalVision and #MyiflaGlobalVision.

For more photos of the IFLA Global Vision workshop in Yaoundé, Cameroon, you may visit this Flickr album. You may also read the summary of this workshop and learn more about the final recap of all the Global Vision Regional workshops.

REGIONAL WORKSHOP IN MIDDLE EAST AND NORTH AFRICA: ALEXANDRIA, EGYPT

Global Vision discussion

Report of the Middle East and North Africa meeting

How a united library field can tackle the challenges of the future

Alexandria | 21 - 22 May 2017

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Introduction

On 21 and 22 May 2017, in Alexandria, Egypt, 27 librarians participated in a conversation about how a united library field can tackle the challenges of the future. Together we represent 623 years of library experience, and 186 years of experience with IFLA. We represented 17 countries in the Middle East and North Africa (MENA), and a cross-section of library types and services, such as University libraries, special libraries, public libraries, school libraries, academic libraries, national libraries, associations. This report focuses specifically on libraries and the library field in MENA, their challenges and future.

For two days, we discussed the challenges libraries face, a vision on libraries and the united library field and our own role in overcoming these challenges. The main challenges we identified for libraries in MENA are:

- Lack of leadership / professional staff / training
- Value of libraries not understood
- Lack of investment
- Library standards not implemented
- Communication & marketing plan required

Libraries can overcome these with its unique values:

- Access to information & knowledge for all
- Lifelong learning
- Information literacy
- Conservation & Dissemination
- Development & Management of knowledge

and qualities:

- Access to trustworthy & diverse information & IT
- Preservation & Dissemination of heritage
- Support reading & scientific research
- Encourage innovation
- Space for all (a safe shelter for free)

The library field has considerable opportunities to have impact in the future. We identified the following as opportunities for a united library field:

- Sharing resources / partnerships
- Sharing expertise/success stories/ highlighting the role of libraries in society
- Improving education
- Training for standards/ethics & monitor
- Linking Library Associations
- Advocacy planning
- Transparency / openness to society
- Share information / resources / expertise
- Unify standards

- Engagement/presence/impact
- Excellence / strong presence / efficiency
- User – oriented services / excellence
- Professional development
- Strategic vision / mission
- Development of communities
- Outreach / raise awareness in society
- Marketing (e marketing)

To achieve these, the library field should overcome:

- Similar challenges, concerns, needs and objectives
- Shared language, culture and heritage
- Geographic and lingual coherence
- The presence of an Arab and International Federation and National Association
- Being members of an international Federation

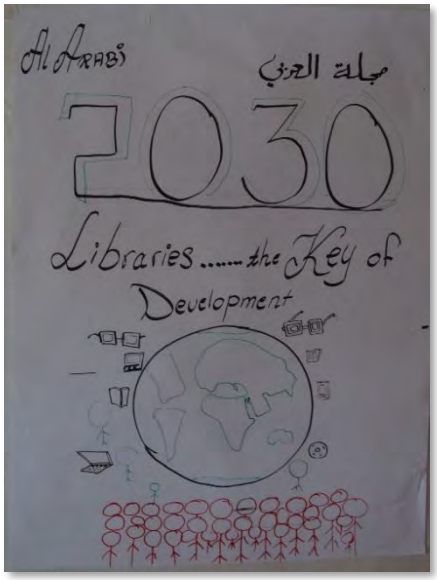
All these recommendations are presented in more detail in this report.

A vision on libraries

Participants designed the cover of a magazine of their choice from 2030 about a successful library field.

Libraries enable literate, informed and participative societies. When we look at the future, according to the debates in Alexandria, Egypt, this means knowledge, and access to it.

"Magazine title: Knowledge is light.
In the Koran, honey can cure many diseases. This cover tells the story of taking knowledge and transferring it to the bee's place, which is the honey place. So, if you use your mind, your memory and your thinking develop. We encourage people to walk their dreams, and following that way, the sun feeds you with letters and then you can reach the goal, which is the UN 2030 agenda. The Middle East and North Africa region has a lot of conflicts and problems. Therefore, we put here the pigeon of peace and the olive leaf which has a library on it. We need peace. We need also to read."



"Magazine title: Libraries, the key to development.
Anything you want to reach you'll need knowledge, and everything you want to build needs a base. So, here we put knowledge, along with books and technology, as the base. Anyone who wants to develop needs to have knowledge and information to proceed, hence the big heads, and then people will follow you. We also put here the map of the world. Because we are united. Libraries should work towards development. The pair of glasses symbolizes technology and development."

"Magazine title: The knowledge!
We created this magazine in three languages, because we are international and it is not possible to access the whole world in Arabic alone. We looked to the agenda of 2030 as all librarians here are working towards this. It may not be 100% reachable, but we can reach a percentage."

Defining libraries

Libraries play a unique role in achieving literate, informed and participative societies. Yet they are not the only actors in this process. To identify where libraries can make a difference, together we defined what we believe a library is at this moment (note the frame of this meeting is MENA):

The core values of libraries:		**Libraries are exceptionally good at:**
Access to information & knowledge for all		***Access to trustworthy & diverse information & IT***
Lifelong learning		***Preservation & Dissemination of heritage***
Information literacy		***Support reading & scientific research***
Conservation & Dissemination		***Encourage innovation***
Development & Management of knowledge		***Space for all (a safe shelter for free)***
Recognition & Satisfaction		*Develop community*
Outreach		*Self-learning services*
Transparency		
Equality		
Training for librarians		
Inclusion		

Libraries should do more of:		**Libraries should do less of:**
Staff development / training		***Employing disqualified & ineffective employees***
Fundraising		***Work individually***
Community engagement / inclusion		***Routine***
Support national development plans		***Outdated policies & bylaws***
Free & open-source access		***Stop not going out of the library, searching for the community***
Open more hours		*Conditional Access*
Facing extremism & dissemination of social peace		*Being stores for books only*
Social media		*Negativity / complaining / selfishness*
Networking, Cooperation & partnerships regionally, nationally & internationally		*Limited access to information*
		Less of limiting working hours
		Stop evaluating

Q1. Which types o
Q2. How
Q3. How long have
GLOBAL VISION WORKSHOP

Challenges and solutions

The world is changing. Social, technological, financial, environmental and other factors affect the library field and create new challenges and opportunities for them. These challenges also change over time. In Alexandria, Egypt we highlighted the following challenges in the Middle East and North Africa context:

Main challenges to society:		**The main challenges to libraries:**
Political instability		***Lack of leadership / professional staff / training***
Poor investment in culture		***Value of libraries not understood***
Information illiterate		***Lack of investment***
City (not rural) development		***Library standards not implemented***
Inconsistent strategic planning		***Communication & marketing plan required***
Economic instability		*Not on the political agenda*
Uncoordinated government departments		*Security of library buildings / collections / non-alignment with the UN*
Illiteracy		*Poor partnerships*
		Patrons not using libraries

Additionally, the participants identified their main professional challenges:

Main professional challenges:
Recognition for the government as professional voice
Advocacy
Librarians mindset change

Lack of self-motivation & (continuous) staff development
Need of quality job description / Lack of awareness of the profession
Lack of main laws developed for librarians
Safety and security of the work environment
Poor development or non-development of the librarianship curriculum. Developing on theoretical content more than practical practices
The ignorance that librarians have about the important role libraries play in the society: *the importance of the library and information department is not clear enough for the students to select it as their priority, as they are all forced to join the department due to their grades and not out of their interest.*
Reading and Research spaces do not align with the international standards
Interference of upper management with the policies and strategies of libraries
The shortage of the financial and technological resources
The language barrier

What libraries need to overcome to be successful?

Reflecting on these challenges and the vision on the future of libraries outlined with the magazine covers, participants identified different things that libraries need to be successful:

- IFLA listens to us. We had the chance to raise our voice to IFLA, which we consider as the highest umbrella
- We learned a lot listening to our stories
- We are more common than different
- We learned a lot through our commonalities and differences
- We are already on the same track

A united library field

The challenges faced by the library field from ever-increasing globalization can only be met and overcome by an inclusive, global response from a united library field. In Alexandria, Egypt we contributed to this united library field and created an image of what this might look like.

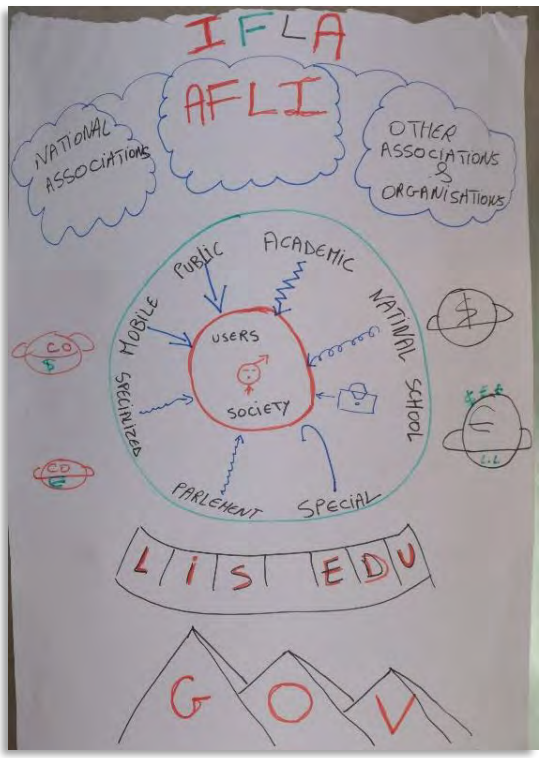
"Society, the impact on society

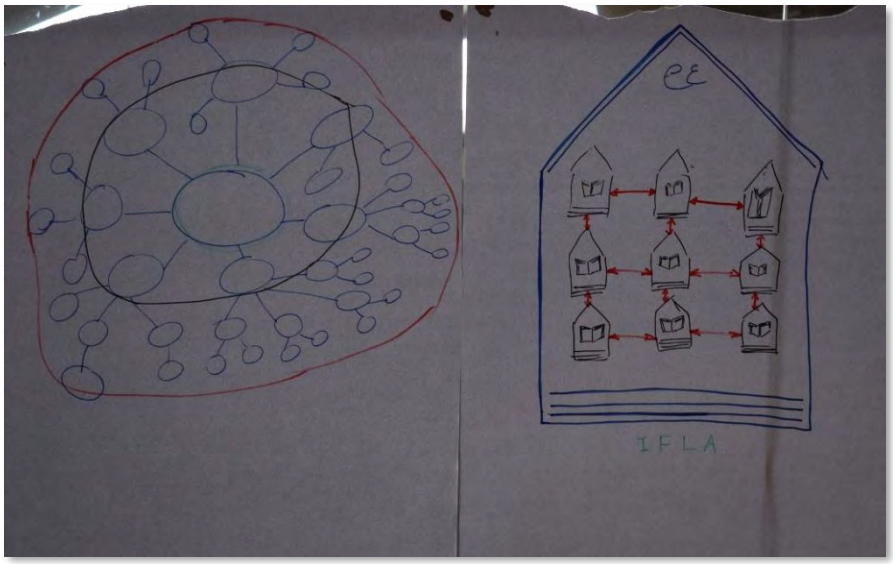
We have the users, people and the society in the centre. Around it we have the national, regional and other associations. We have to work on education very early. The pyramids symbolise the government, and we've put it at the base, where it is and will always be."

"The Arab association for libraries

We need some elements

Governmental, international and local organisations. The main constituents are the Arab countries. For example: public, national, school libraries. In any country the mechanism of working together is that we cooperate with international organisation, such as IFLA, Afli, and any other international organisation. We need a supreme organisation to support this work. Each manager represents one type of the library. Fundraisers. In the board of trustees there are people who have good position in the society. The mechanism is all about legislations, financial matters, translation, international relationships, knowledge resources, digitisation, and other recent concepts needed to develop. 22 Arab countries, all will be linked to this core association. We try to reduce the costs, one cataloguing system, one database. This will reduce the costs among Arab countries."





"The impact on savings, funding, budget resources.

We had two different ideas, both promising.

Firstly, in Jordan, we have a centre for 10 governmental universities. The centre does the cataloguing and borrowing among libraries.

This would be the national library or anybody able to assume responsibility for libraries. These 10 libraries are unique, but we will try to have an agreement among them. Ultimately, the Prime Minister would be the decision maker. As a user, I could ask something at my library, which is linked to the central national library. But it must be governmental.

The second idea is a consortium of libraries, symbolised by the book, and framed within UNESCO. The links show the internal dynamics among libraries and how we exchange information and views.

The general impact on your own self you want to stretch so far, money but also human resources -benefitting through those collaborations."

Defining a united library field

The united library field needs to contribute to tackling challenges of libraries. To do so, participants discussed what a united field might look like. First, we looked at how a united library field should help libraries meet the challenges of the future:

Share resources / partnerships
Share expertise/success stories/ highlight role of libraries in society
Improve education
Training for standards/ethics & monitor
Link Library Associations
Advocacy planning
Recognise professionals (qualified)
Transparent choice of leaders
Library as makerspaces
Literacy / Reading regional programme

To enable this, the united library field needs to have the following characteristics and focus:

Characteristics of a united library field:		Focus of a united library field:
Transparency / openness to society		***User – oriented services / excellence***
Share information / resources / expertise		***Professional development***
Unify standards		***Strategic vision / mission***
Engagement/presence/impact		***Development of communities***
Excellence / strong presence / efficiency		***Outreach / raise awareness in society***
Communication		***Marketing (e marketing)***
Cultural diversity		*Self-support*
Support council activities (new body)		*Empower staff*
Leadership		*Society – peace / security / extremism*
Consistency		*Disaster Management Plans*

Potential of a united library field

The creation of a united library field will face challenges, and there are opportunities to do so. In Alexandria, Egypt we identified the following opportunities for the field:

Opportunities for the creation of a united library field:
Similar challenges, concerns, needs and objectives
Shared language, culture and heritage
Geographic and lingual coherence
The presence of an Arab and International Federation and National Association
Being members of an international Federation
Shared motivation to change
To have a forum of communication/ discussion to be connected using it to be a community
Technology and means of communication facilitated long distance communication
The interest in openness and cooperation
Common catalogues and tools

Participants highlighted various examples of collaboration across countries, regions and library types that could serve as an example for a united library field.

- Eifl
- Arab Union Catalogue (AUC) (the cooperation of the Francophone libraries)
- Libyan Petroleum Gas Libraries Consortium Resources

- Diplôme Universitaire en Sciences de l'Information et des Bibliothèques (DUSIB)
- BAIFA (BA Information for Africa)
- APLN (African Public Lib. Network)
- CALLIMA (virtual reference service)
- Bahrain School Libraries Network
- Arab Book Care, a resource that included all electronic Arab publications
- Algerian database, accessible in the national library
- Digitizing the Algerian heritage
- Directories of Libraries in MENA and Arab World
- Arabic Union Catalogue
- MOU of Arab Library Associations (signed 21st May 2017)
- WORLDCAT
- MOU with Royal Tropical Institute in the Netherlands of getting print materials and e-books

Continuing the conversation

The conversation in Alexandria, Egypt will be continued in the region at various places. Participants shared ideas about continuing the conversation in their commitment plans. Also, they started building the united library field. 100% of the participants met someone they didn't know before during the workshop. In addition, 100% of the participants discovered a colleague who can help them, and 100% found someone they can help in return. 100% learned something new about another participant, while 100% learned something new about themselves. This shows the library field in the Middle East and North Africa region is very well able to be united around shared challenges, opportunities, and connections among individual librarians.

A global conversation

This report was created in an interactive process, using the model of a 21st Century Town Hall style meeting, in Alexandria, Egypt on 21 – 22 May 2017. It is part of a global conversation initiated by IFLA about how a united library field can tackle the challenges of the future.

Over the course of two years (2017-2018), IFLA will involve as many librarians and others as possible in this global conversation. Participants are encouraged to continue the conversation in their own networks and organizations, and share the results with IFLA. At the end of 2017, the first results of all the workshops and online discussions will be incorporated into a *Global Vision Report*, which in turn will be adapted into concrete strategies, processes and work programmes in 2018.

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REGIONAL WORKSHOP IN LATIN AMERICA AND THE CARIBBEAN: BUENOS AIRES, ARGENTINA

Global Vision discussion

Report of the
Latin America and the Caribbean meeting

How a united library field can tackle the challenges of the future

Buenos Aires, Argentina | 8 - 9 June 2017

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Introduction

On 8-9 June 2017, in Buenos Aires, Argentina, 34 librarians participated in a conversation about how a united library field can tackle the challenges of the future. Together we represent 651 years of library experience, and 239 years of experience with IFLA. We represented 27 countries in Latin American and the Caribbean, and a cross-section of library types and services, such as information industry, school, academic, national, special, private, public, technical, research, parliamentary, community, language schools' libraries, community libraries, military libraries, presidential libraries, independent professionals. This report focuses specifically on libraries and the library field in Latin America and the Caribbean, their challenges and future.

For two days, we discussed the challenges libraries face, a vision on libraries and the united library field, and our own role in overcoming these challenges. The main challenges we identified for libraries in Buenos Aires, Argentina are:

- Promotion - advocacy skills
- Information literacy
- Financing
- Adaptation to technological change – ICT skills
- Copyright

Libraries can overcome these with its unique values:

- Free and democratic access to information and knowledge
- Preservation of the collective memory
- Dissemination of information and knowledge
- Accessibility
- Community empowerment

and qualities:

- Access to information, unique services for public access for information resources (expensive as databases)
- Preservation and conservation of the cultural heritage towards the future (documental and cultural)
- Information organisation: collect, organise and manage information -> information spreading
- Create meeting spaces
- Facilitators and awareness-raising agents of social issues

The library field has considerable opportunities to have impact in the future. We identified the following opportunities for a united library field:

- Professional training/change of attitude
- To create strategic partnerships (sponsors) with different sectors
- To establish joint regional projects
- Political will of institutions
- To promote libraries as neutral and safe places
- Open to change / proactive and empathic / cooperation and flexibility

- Social responsibility
- Inclusivity
- Sharing experiences and knowledge
- Working together in the diversity (respect for cultural issues)

To achieve these, the library field should:

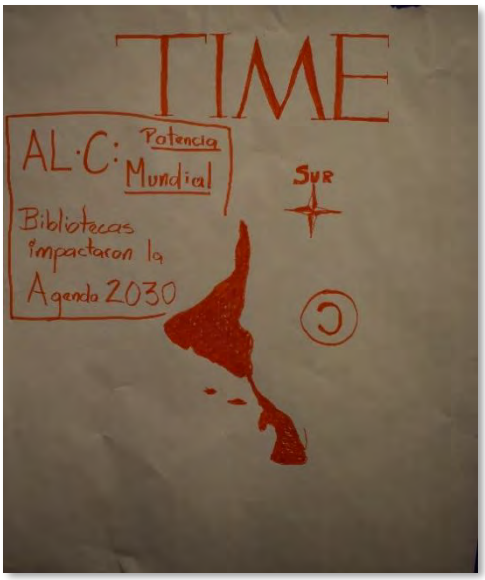
- Explore what already exists: library associations
- Strengthen associations, to increase the number of members, to improve benefits
- Strengthen and participate with existing associations
- Create more networks and to generate more opportunities for “networking”
- To invite at their congresses representatives from other countries as speakers
- Benefit from regional networks or ACURIL and CAREL
- Create cooperation platforms regarding libraries and existing information
- Build national policies
- Build national and local networks and associations
- Have access to information technology
- Find financing sources to be used
- Advocate for copyright exceptions
- Create an informal governance forum and discussion fora
- Advocate and promote 2030 Agenda
- Raise awareness on the loss of information due to violence
- Identify Goal 16 of the 2030 agenda as an external opportunity
- Internal opportunities at political level create ministries and national information systems
- Create networks and systems, at technical level
- Organise congresses, national meetings and other events

All these recommendations are presented in more detail in this report.

A vision on libraries

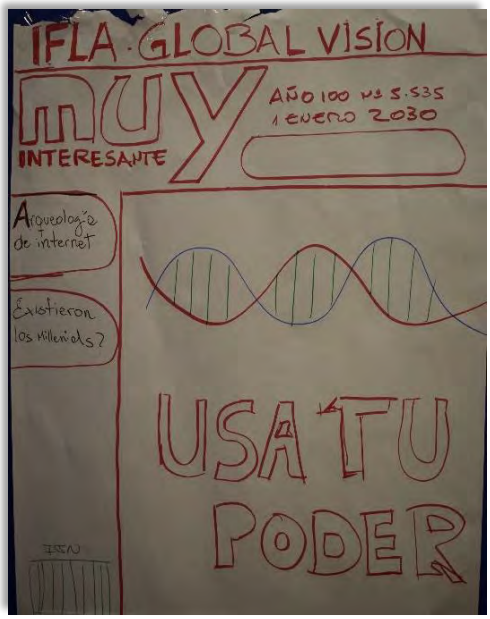
Participants designed the cover of a magazine of their choice from 2030 about a successful library field.

Libraries enable literate, informed and participative societies. When we look at the future, according to the debates in Buenos Aires, Argentina, this means that:

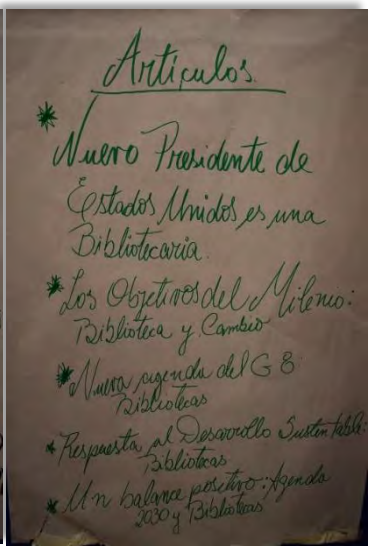


"This is a special edition of The Economist, in which we celebrate the achievement of the SDGs. It is called: "Stepping ahead. Libraries breaking barriers". At the bottom, you can see the image of an open book. There are open books symbolizing libraries around the world, the ubiquitous libraries serving the world. The following things were achieved: mastering information literacy in schools, investing in the future, Caribbean are using libraries to build the future, both senior citizens and young generations."

"Access and inclusion. In 2030 access to information and communications for all is achieved. The magazine is called "Muy interesante" which means "very interesting". The power of accessing information, and libraries are at the centre. We use the symbol of DNA. By using the DNA chain, we talk about evoking a connected network. The image of the DNA shows a simple structure but with complex relationships, a network of connected people. Social media is mentioned as a key tool to provide access for all as well. The information is addressed to society and is open. Younger generations in 2030 will demand more access to information, not because they want power, but for the access itself."



"In 2030, the SDGs have been met. Society is more inclusive, with higher access to information. Libraries will be the guilty ones/ responsible for social well-being, of changing society and the world lives better because of them. So, they are responsible for the creation of a better world. Libraries give answers to sustainable development. Younger generations have to know that libraries have existed and that they will keep on existing, making the world a better place. In our future vision the new president of the US is a librarian. The UN Agenda in 2030 is about libraries and change and so is the agenda of the G8 meeting."



"Latin America and the Caribbean is a world leading power, thanks to libraries that impact the UN 2030 Agenda. People can share information, overcoming any obstacles regarding copyright. 2017 this year and 13 years after this regional workshop, how have libraries evolved as an association? Education projects in LAC include libraries now. There is evidence to show the impact of information services and libraries in helping to achieve the SDGs. Libraries have the possibility of guaranteeing access."

Defining libraries

Libraries play a unique role in achieving literate, informed and participative societies. Yet they are not the only actors in this process. To identify where libraries can make a difference, together we defined what we believe a library is at this moment (note the frame of this meeting is Latin America and the Caribbean:

The core values of libraries:	**Libraries are exceptionally good at:**
Free and democratic access to information and knowledge	***Access to information, unique services for public access for information resources (expensive as databases)***
Preservation of the collective memory	***Preservation and conservation of the cultural heritage towards the future (documental and cultural)***
Dissemination of information and knowledge	***Information organisation: collect, organise and manage information -> information spreading***
Accessibility	***Create meeting spaces***
Community empowerment	***Facilitators and awareness-raising agents of social issues***
Equal opportunities / Equality	*Programming/services and activities for everyone*
Inclusion and meeting spaces	*Creativity*
Transparency	*Quality of service, instrument to evaluate the quality of education*
Safe and reliable place for development	*Provide services for underprivileged populations*
Life-long learning	*Staff eager to serve the community for the promotion of culture → connection between information and users*
Conflict resolution, research and exploration	
Innovation	

Libraries should do more of:	**Libraries should do less of:**
- ***Advocacy (Advocacy libraries campaign*** - ***To be present in the political discourse agenda (table)*** - ***To increase visibility: promotion and dissemination / strategic partnerships***	***Less resistance to change***
Research based on evidence (impact assessment) to foster research	***Less apathy, less complaining and more management***
To foster reading through social projects	***To do less traditional and routine work with no specific sense and less passive attitude towards users***

Link with the community, be more visible to society. Promote participation and collaboration		***To make fewer decisions about services based on librarians' opinions***
Create connections among librarians		***Less bureaucracy***
To be drivers of change through innovation		*Less rigid generational structure*
Promotion of the profession		*Depend less on public financing*
Information literacy		*Less duplicating of efforts and resources*
To improve information dissemination for the communication and creation of knowledge		*Less labour passive attitude, negative competition and more collaborative work*
Training of users and new readers. Know the needs of present and future users		*Underestimate the professional capacity of librarians*
Improve strategies for fundraising		*Less importance to quantitative issues and more to qualitative ones*
Digital preservation policies and organisation of virtual context		

INTERNACIONAL
CULPABLES
IFLA GLOBAL VISION

El potencial de un sector bibliotecario unido
The potential of a united library field

Challenges and solutions

The world is changing. Social, technological, financial, environmental and other factors affect the library field and create new challenges and opportunities for them. These challenges also change over time. In Buenos Aires, Argentina we highlighted the following challenges in Latin America and the Caribbean context:

Main challenges to society:		**The main challenges to libraries:**
To fight against terrorism – violence crimes – look for peace		***Promotion - Advocacy skills***
Quality education		***Information literacy***
Equal opportunities and equality		***Financing***
Climate change - environment		***Adaptation to technological change – ICT skills***
To achieve 2030 agenda sustainable development goals		***Copyright***
To satisfy basic and universal needs		*Advocacy*
Social integration		*Encourage young people to join the profession*
Migration situations		*Professional development – training – education*
Fight against corruption and promotion of values		*To make libraries essential for society*
Advocacy of public policies		*Contribution to social conflict resolution*
Defence of human rights – Advocacy of public libraries		*Advantages of national policies that strengthen libraries*
To fight against information trading. International treaties		*Collaborative work*
Caribbean identity in crisis / non-acceptance of diversity		
Health problems (increased HIV)		
Low literacy rates - functional illiterates		
Poverty – low sustainability		

What libraries need to overcome to be successful?

Reflecting on these challenges and the vision on the future of libraries outlined with the magazine covers, participants shared their thoughts on the Global Vision discussion and identified different things that libraries need to be successful:

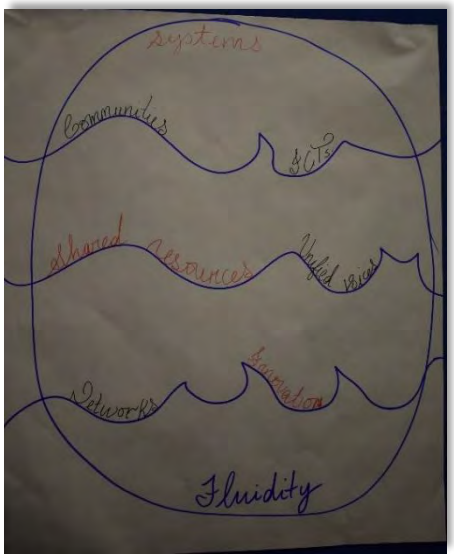
- Participative methodology, its implementation throughout the world and almost immediate systematic conclusions. Fantastic!
- The best part of this day has been to share professional experiences and to meet new people. Thank you IFLA!

- The best part was the discussion about the questions at the table. In spite of our different points of view, we found out that we are facing similar challenges. It was an intense debate.
- To have the possibility of sharing opinions and ideas with librarians from other countries and find out many coincidences.
- The possibility of meeting each other and recognizing our differences and similarities.
- The possibility of expressing our ideas freely and sharing them with colleagues.
- The interest and commitment of all participants.
- The possibility of sharing and discussing ideas with Latin American colleagues.
- We shared similar ideas with regional colleagues.
- The possibility of sharing experiences with different countries and understand their needs.
- To feel part of a big community facing the challenge of redefining our role.
- Creativity. Inclusive methodology. Reflections about our role in society.
- To raise awareness about the importance of supporting copyright exceptions in the digital era.
- The excellent and encouraging working methodology.
- Diversity of experiences.
- Participative working methodology. The possibility of conceptualizing our ideas or discussions.
- I am very happy to have been part of my table. Excellent discussion, lots of relevant ideas, great people!
- The democratic working methodology was innovative.
- The hospitality and kindness of organizers (IFLA) and host (Library of Congress)
- The working methodology enables a more dynamic sharing of ideas and makes voting more democratic.
- To meet other colleagues from different regions and learn from their experiences.
- The collaborative attitude of all participants.
- Sharing of opinions which seem to be different but are very similar in the end.
- The possibility of sharing ideas and coming to agreements that make us feel we are in the right way to achieve our goals.

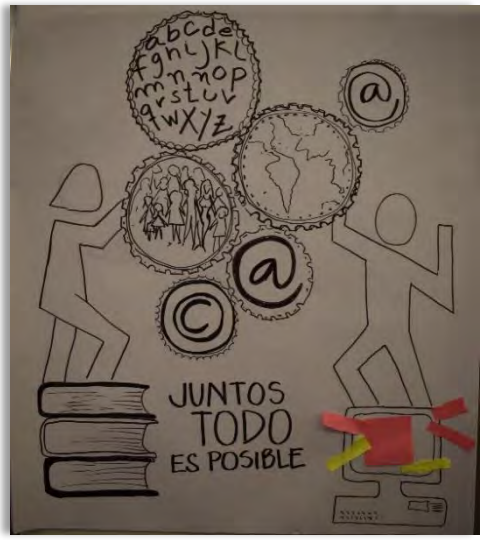
A united library field

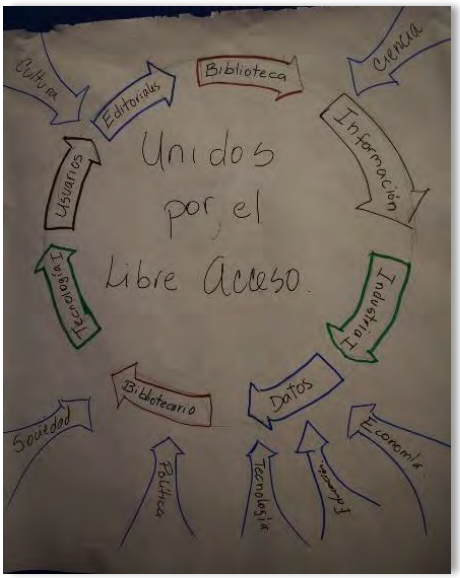
The challenges faced by the library field from ever-increasing globalization can only be met and overcome by an inclusive, global response from a united library field. In Buenos Aires, Argentina, we contributed to this united library field and created an image of what this might look like.

"The world and the concept of waves because of the Caribbean. Those waves show fluidity. We wanted to celebrate the freedom of movement and the unified voice. Everybody is moving along from one place to another without any problems, training, networking, innovation. In the Caribbean, we are unable to have access to a lot of paid resources. So, thinking about libraries, we have been looking to communities and to shared ICT resources. We will go along on our waves and we are going to have some bumps, but we are going to get there. We have a lot of issues, but the issues are shared. When we speak, we speak as a united body. We are going to get there over the rough waters and it is going to get calm here and there."

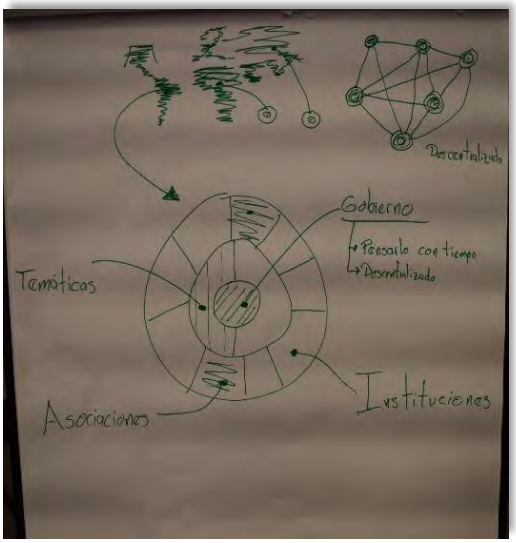


Together everything is possible. Technologies are the pillars supporting librarians. If we associate, if we get together, we come together, we will have a stronger force.





"Here you see a ring. In this ring, there are different levels of power and different theme groups. One group, for example, is collecting all the worries and concerns out of the ring. In the middle, there is a government, which works in a decentralised system. Above, you see the Latin America and the Caribbean continent. This system is similar to the internet governance forum and the UN structure. The idea of UN is similar to the IFLA structure. IFLA will continue to be the single global voice of libraries. The need that we might really come together to strengthen it and be self-sufficient and not be dependent on external funds and aid, this will be the new structure, without a centralised governance."



"Our proposal is on a united library field. You see a circle, an interactive circle of the library field with arrows, continuity and movement. Elements come in and out of this circle. That allows continuity and change. It is not a closed circle. It is open, looking to other aspects of the societies. The elements include: libraries, information, information industry, librarians or people working in libraries, technology, publishers. The united library field will support culture, science, policies, civil society, technology and economy. United for free access."

Defining a united library field

The united library field needs to contribute to tackling challenges of libraries. To do so, participants discussed what a united field might look like. First, we looked at how a united library field should help libraries meet the challenges of the future:

Professional training/change of attitude
To create strategic partnerships (sponsors). Different sectors
To establish joint regional projects
Political will of institutions
To promote libraries as neutral and safe places
To share practices and experiences regarding copyright
To standardize information for development in order to reduce the information gap
To globally reformulate a new trademark or library concept
Platform to share resources and best practices / learning and opportunities for professional development
To make BSLA more local (for everybody with an integrated IAP) and to go on with other projects

To enable this, the united library field needs to have the following characteristics and focus:

Open to change / proactive and empathic / cooperation and flexibility
Social responsibility
Inclusivity
Sharing experiences and knowledge

Working together in the diversity (respect for cultural issues)
Influential and empowered trained sector (wide)
Unified and different skills
Create with joy
To improve coordination of the educational sector and different sectors different goals
Commitment and involvement with proactivity
Dynamic - evolving

Potential of a united library field

The creation of a united library field will face challenges, and there are opportunities to do so. In Buenos Aires, Argentina we identified the following opportunities for the field:

Opportunities for the creation of a united library field:
To explore what already exists: library associations
To strengthen associations, to increase the number of members, to improve benefits
To strengthen and participate with existing associations
To create more networks and to generate more opportunities for "networking"
Congresses: to invite representations from other countries as speakers
To benefit from regional networks or ACURIL and CAREL
Cooperation platforms regarding libraries and existing information
National policies
National and local networks and associations
Access to information technology
Financing sources to be used
Copyright exceptions
Informal governance forum
Advocacy – to promote 2030 Agenda
To raise awareness on the loss of information due to violence
Goal 16 of the 2030 agenda identified as an external opportunity
Internal opportunities at political level create ministries and national information systems
At technical level, creation of networks and systems
To organise congresses, national meetings and other events
Discussion fora

Participants highlighted various examples of collaboration across countries, regions and library types that could serve as an example for a united library field.

- ACURIL
- CAREL
- ALA
- IFLA / IAP
- Participants in conferences in other countries
- Virtual Health Library
- SCELO (electronic Publications)
- LATINDEX
- Digital Library of the Ibero-American Heritage
- Memorandum of understanding (ULAC and IFLA - April 2016)
- “Destination 2030” Programme in Jamaica
- Latin American and Caribbean Information Network in Health Sciences
- National Networks
- Congresses / IFLA
- Digital Library of Iberoamerican Heritage
- “Cervantes” Virtual Library
- World Digital Library - Europeana

Continuing the conversation

The conversation in Buenos Aires, Argentina will be continued in the region at various places. Participants shared ideas about continuing the conversation in their commitment plans. Also, they started building the united library field. 100% of the participants met someone they didn't know before during the workshop. In addition, 100% of the participants discovered a colleague who can help them, and 100% of them found someone they can help in return. Everyone learned something new about another participant, while 100% learned something new about themselves. This shows the library field in Latin America and the Caribbean is very well able to be united around shared challenges, opportunities, and connections among individual librarians.

A global conversation

This report was created in an interactive process, using the model of a 21st Century Town Hall style meeting, in Buenos Aires, Argentina on 8-9 June 2017. It is part of a global conversation initiated by IFLA about how a united library field can tackle the challenges of the future.

Over the course of two years (2017-2018), IFLA will involve as many librarians and others as possible in this global conversation. Participants are encouraged to continue the conversation in their own networks and organizations, and share the results with IFLA. At the end of 2017, the first results of all the workshops and online discussions will be incorporated into a *Global Vision Report*, which in turn will be adapted into concrete strategies, processes and work programmes in 2018.

To learn more about the global conversation and get access to supporting materials to help launch and facilitate your own activities, visit https://globalvision.ifla.org. Stay tuned for news about the IFLA Global Vision discussion following #iflaGlobalVision and #MyiflaGlobalVision.

For more photos of the IFLA Global Vision workshop in Buenos Aires, Argentina, you may visit this Flickr album. You may also read the summary of this workshop and learn more about the final recap of all the Global Vision Regional workshops.

REPORT OF THE IFLA GLOBAL VISION REGIONAL WORKSHOP IN ASIA AND OCEANIA: SINGAPORE

Global Vision discussion

Report of the Asia and Oceania meeting

How a united library field can tackle the challenges of the future

Singapore | 28 - 29 June 2017

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Introduction

On 28 and 29 June 2017, in Singapore, 40 librarians participated in a conversation about how a united library field can tackle the challenges of the future. Together we represent 849 years of library experience, and 320 years of experience with IFLA. We represented 27 countries in Asia and Oceania, and a cross-section of library types and services (e.g. Public, University/Academic, National, Special, Government, School libraries, Library Associations, Library Education, Library Suppliers, Archives, Private, Community libraries). This report focuses specifically on libraries and the library field in Asia and Oceania, their challenges and future.

For two days, we discussed the challenges libraries face, a vision on libraries and the united library field and our own role in overcoming these challenges. The main challenges we identified for libraries in Asia and Oceania are:

- Unskilled staff/workforce
- Copyright and digital materials' usage laws
- Rate of change in technology, digital divide
- Increased users' expectations
- Insufficient resources and support

Libraries can overcome these with its unique values:

- Free access to all
- Protect and preserve cultural heritage (physical and digital)
- Trusted, authentic sources / transparency of information
- Lifelong learning
- Collaboration

and qualities:

- Community engagement
- Organising, sharing and providing access to knowledge information, resources to all without barriers
- Preservation of cultural heritage
- Collaboration and ideas' generation
- Contributing to the economic development

The library field has considerable opportunities to have impact in the future. We identified the following opportunities for a united library field:

- Advocate through global campaigns (IFLA-led peace campaign, societal issues campaign, creative commons campaign)
- Literacy focus -all types (reading, writing, digital, information), programs skills, resources
- Common
- Common curriculum and greater success to training materials
- Global library fund

and the following characteristics of a united library field:

- Collaborative (at all levels)

- Be influential and strong in advocacy
- Sharing knowledge and information
- Having a common vision and shared messages
- Committed to providing quality LIS education

To achieve these, the library field could:

- Create a shared platform with good metadata, to upload documents as policies, standards, best practices, international database of library contacts in each country, shared existing training content, international list of services
- Enable junior staff to attend international events / networks (using web)
- (Encourage) staff exchanges (involve experts)
- Create ways to prove values to existing events to build networks eg. Library Association of Singapore members mixed with international leaders as part of a social event
- Connect national strategic plans
- Have different library types work together on a project such as a joint conference or training
- Create partnerships/agreements to collaborate across countries or regions
- Connect libraries by common history, type or language
- Send library staff to other systems for training / work experience
- Share curriculum with others
- Share best practices
- Implement the global visioning project through virtual discussion, virtual workshop
- Share locally and unite local first
- Create a knowledge-exchange community for librarians across globe
- Leverage off shared projects
- Develop an IFLA Ideas Bank – a digital space where all library practitioners can add documents, program information that can be globally, showed and used
- Develop international mentoring programs at international, regional, local level
- Provide online training for everyone, training of trainers, database of worldwide experts and experience
- Provide digital access to collections – world overlay modelled on TROVE or Europeana
- Create model standards and policies that can be used by everyone
- Reform law/model clauses for national and international agreements

All these recommendations are presented in more detail in this report.

A vision on libraries

Participants designed the cover of a magazine of their choice from 2030 about a successful library field.

Libraries enable literate, informed and participative societies. When we look at the future, according to the debates in Singapore, this means that:

"Everyone on earth has a library card.

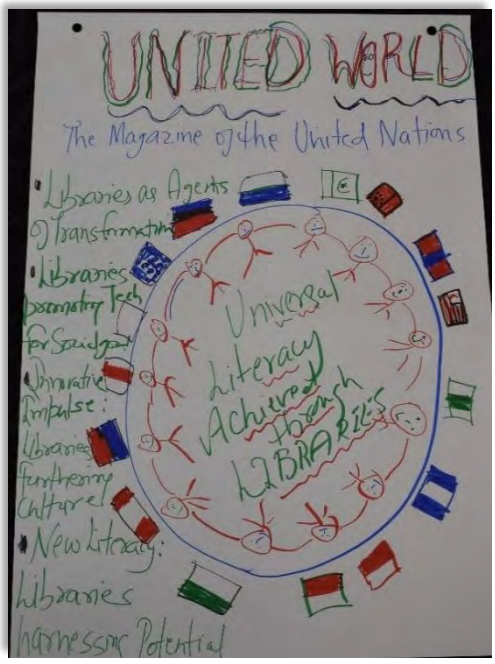
A baby just born and on the hand a library card. Headline: 8.5 billion +1 library card presented to baby joy.

"Born on 1st January 2030, baby joy became the latest child to receive a universal library card. She joins the rest of the world in having access to all the information and resources in our 4.6 million libraries across our globe."

"Information Future.

We do not stop at 2030 but we go beyond. Information is for all. There is a digital divide for communities from rural areas in developing and underdeveloped countries. But the future has to be that everyone has access. We have tried to depict it here by putting gadgets in their hands. They don't even have electricity in some underdeveloped communities. We are trying to bridge this divide. Information empowers people which is why we have placed it at the top of the house. Information is available anytime, anywhere. People need to be empowered. "

"Welcome to 2030.

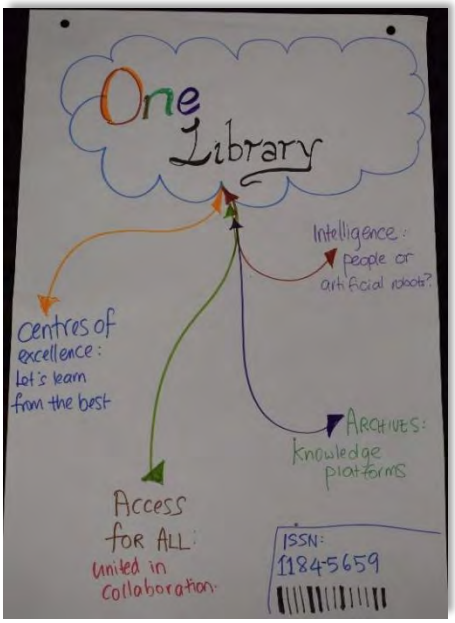


I am the Secretary General of the United Nations.
We've reached the sustainable goals and we've done that through libraries.
Access to information to achieve literacy around the world.
Libraries democratization. They promote technology for social good, innovate, focus on culture and increase literacy and harness potential."

"One library.

We have in the Pacific, we have in the entire world as well. That is when we start to speak about one library in the world. Intelligence people = robots. Access to all. Archives.

United into collaboration."



Defining libraries

Libraries play a unique role in achieving literate, informed and participative societies. Yet they are not the only actors in this process. To identify where libraries can make a difference, together we defined what we believe a library is at this moment (note the frame of this meeting is Asia and Oceania:

The core values of libraries:		**Libraries are exceptionally good at:**
Free access to all		***Community engagement***
Protect and preserve cultural heritage (physical and digital)		***Organising, sharing and providing access to knowledge information, resources to all without barriers***
Trusted, authentic sources / transparency of information		***Preservation of cultural heritage***
Lifelong learning		***Collaboration and ideas' generation***
Collaboration		***Contributing to the economic development***
Meet users' needs		*Reading and literacy promotion (incl. digital literacy)*
Inclusive spaces		*Serve as physical and digital learning spaces and community centres*
Safe places		*Doing more with less*
Innovation		*Support research and authors*
		Customer service
		Outreach to marginalized people
		Continuing and growing a good professional reputation (longevity)

Libraries should do more of:		**Libraries should do less of:**
Advocacy		***Restrictions and rules***
Partnerships & Collaborations		***Resisting change***
Increase access to technology and information literacy		***Being passive, negative and old-fashioned***
Training for staff, increase opportunities & recognition		***Duplication***
Supporting Sustainability Development Goals and current social issues		***Providing outdated collections and materials***
Attract more and new users of all ages		*Charging for access*
Personalised library services		*Building walls, barriers and divides*
Empirical research for evidence-based practice		*Depending on government's funds*
Raising philanthropic funds		*Judgment and discrimination*
Participating in IFLA		*Providing misinformation*
Revitalize communities (also in remote areas)		

Challenges and solutions

The world is changing. Social, technological, financial, environmental and other factors affect the library field and create new challenges and opportunities for them. These challenges also change over time.

In Singapore, we highlighted the following challenges in the Asia and Oceania context:

Main challenges to society:		**The main challenges to libraries:**
Political instability / global conflicts		***Unskilled staff/workforce***
Economic divide (unemployment, between nations &individuals, between urban & rural)		***Copyright and digital materials' usage laws***
Rapid IT developments and technological disruptions		***Rate of change in technology, digital divide***
Illiteracy		***Increased users' expectations***
Climate change		***Insufficient resources and support***
Increasing inequality		*Increasing complexity related to digital content*
Demographic shifts (migration, increasing population)		*Outdated policies and standards*
Language, cultural diversity and communication barriers		*Decreasing user base*
Too much information		*Lack of library development plans to stay relevant*
Lack of infrastructure		

What libraries need to overcome to be successful?

Reflecting on these challenges and the vision on the future of libraries outlined with the magazine covers, participants shared their thoughts on the Global Vision discussion and identified different things that libraries need to become successful:

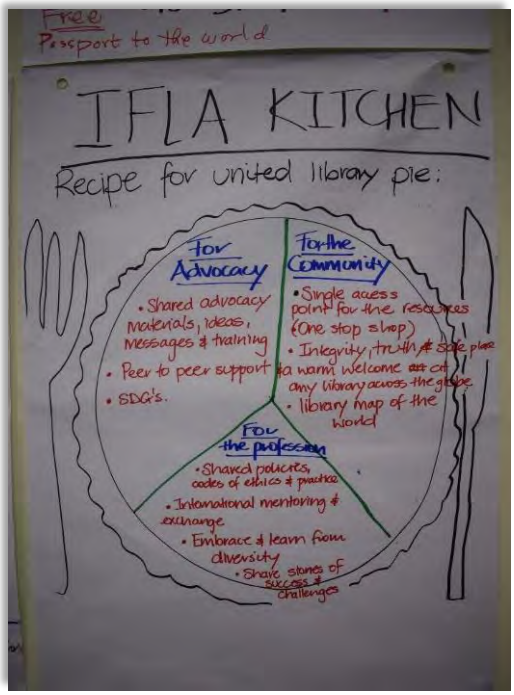
1. To know that we as a profession are faced with challenges that need to be met -not individually but collectively
2. Sharing knowledge
3. Visiting the participating members
4. New networks
5. Shared passion
6. A lot of knowledge
7. Finding more headache challenges with many friends to tackle them
8. Useful and practical day
9. #libraryofthefuture
10. Framing the basic and fundamental questions that paved the way to living consensus
11. To have many representatives of Library Associations under one
12. Interactive and participatory approach of trainers and organisers
13. The diverse exchange of ideas and knowledge of members from varying backgrounds and experiences

14. Listening to the stories about libraries being shared
    a. Attitudes of librarians
    b. Behaviours shaped by bad policies
15. Very interesting for me and appreciated about topic discuss today
16. Sharing experience with participants
17. Understood about libraries activities
18. To upgrade professional skills
19. The future (of libraries) is so bright! We've got to wear shades!
20. Now, more than ever libraries are here to stay!
21. High level of shared experience
22. Working collaboratively and effectively with people you have just met is exciting
23. Seeing the depth of wisdom of librarians from completely different backgrounds
24. Feeling of respect and inclusiveness from colleagues
25. Lots of opportunities for discussion and interaction
26. I'm so thrilled by a title article and image that my team has produced for a magazine
27. Meeting, talking, discussing about libraries with like-minded people
28. Unexpected level of commonality of issues
29. Fun process
30. Being able to vote on what mattered tome the most
31. The setup of the workshop
32. The sharing with members, and from different perspectives
33. Meeting new and old colleagues
34. The energy of work shown by all
35. The way IFLA came out to hear libraries, doing the job
36. Fabulous teamwork and great participation
37. First time participating in a workshop with participants from 27 countries with vast experience and knowledge
38. The method
39. Librarians from different countries working together to solve our challenges
40. Understanding the library condition / status from other countries
41. Teamwork of brainstorming
42. Vote for the best ideas
43. Learn a lot from other participants. Most of us shared common ideas
44. Participatory approach
45. I learnt to see the library in different angle and think about the library and its future freely
46. I feel this is the right way forward for IFLA and libraries. Let us focus on that ONE vision that brings us together across boundaries and differences. Thank you!
47. Today is an opportunity to listen and exchange news with others. We are more similar than we are different. It's unifying to know that as librarians, we are all very passionate about providing quality libraries to our users. It doesn't matter where we come from, being there for our users is paramount.
48. Meeting old friends who we met in different parts of the world
49. Observing interactive methodologies to organise workshops

50. Being a part of the team consisting of high level executives in library field world wide
51. Recognising our library challenges are likely to be global ones
52. A good experience to get ideas from participants. Hoe to get together and share our own experiences and works
53. Knowing each other
54. Learning and understanding each other
55. Issues, challenges
56. Making contribution by sharing my experiences that are similar across the region or new which others can adopt
57. Leadership and guidance provided by President, Secretary General and facilitators was very good
58. Enjoyed good discussions
59. Diversity of thoughts, ideas, opinions on libraries and library activities, that are expressed and articulated by the participants
60. Feeling of engagement from everyone
61. Hearing stories from places we don't usually hear from
62. Even though it's the 3rd time still feels fresh
63. Meeting colleagues from the region
64. Meeting with some old friends
65. Exchanging thoughts on library field
66. Knowing there are some challenges for libraries from different countries and could work together to overcome them
67. The spirit of collaboration, commitment to common values and the genuine openness and goodwill (If only we could translate this to broaden society -what a much better place the world would be!)
68. Sharing the common interest with friends from different countries
69. Looking inside ourselves what are our problems?
70. I am included in Table Two of today's workshop. We discussed challenges for the society and challenges for libraries in Asia and Oceania. We heard different stories from our colleagues. What makes me excited: we can learn a lot from our discussion today

A united library field

The challenges faced by the library field from ever-increasing globalization can only be met and overcome by an inclusive, global response from a united library field. In Singapore, we contributed to this united library field and created an image of what this might look like.

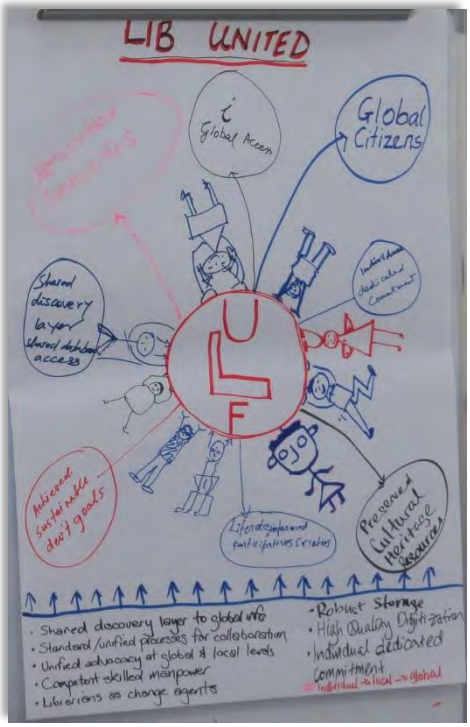


We identified three faces or three aspects of it. We came up with a pie from IFLA's kitchen.

- *Untied for the community*
- *One stop-shop*
- *Easy to go*
- *Known in the world as a safe place, welcome*
- *United for the profession*
- *Sharing our expertise and taking the strengths that each one has, sharing of ethics, practice. International mentoring and exchange. Embrace diversity. We could learn from that and strengthen from that. Sharing stories of success and challenges*
- *United for advocacy*
- *Share ideas, peer to peer support, focus on SDGs*

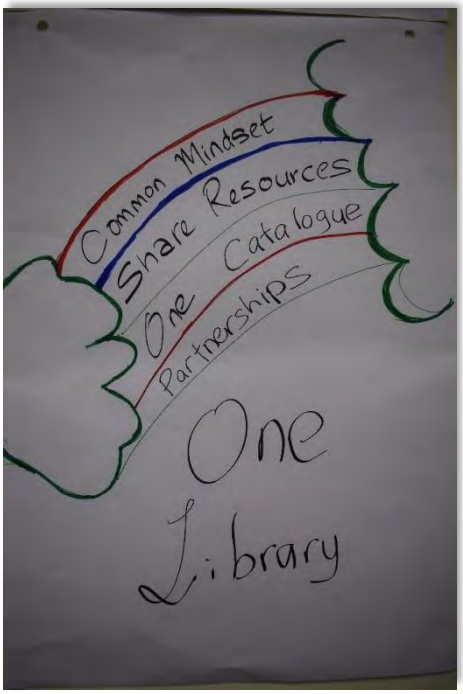
Enjoy the pie!

We can have a ULF! United Library field. We have a lot of hearts, in which we represent the core values of libraries and there are many others. When we have a united library field, we have better access. We have good collaboration. We will have cultural heritage, a better understanding of that. And, lifelong learning. Better resources, better influence, skills, better policy, trusted, better service. Hyper connectivity. With all those hearts, we become one. We share all the hearts and we become one.



"Our image is a united library field, and that is why we drew a picture of ourselves. We believe as individuals, everyone should support to make it happen. Underneath, the ground to support this vision. We are hoping globally for collaboration internationally, we know how to access information, we thought unifying advocacy is extremely important, advocating at an international level. Librarians as change agents. We all need to be to make this happen."

"If you want to be united, what does it mean? It's about love. We created a simple image. Our cloud became like fingers to reach one another. We share mindsets, we share resources, we believe in one catalogue idea. The two clouds represent the developed countries and the developing countries, reaching each other."



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Advocate through global campaigns (IFLA-led peace campaign, societal issues campaign, creative commons campaign)
Literacy focus -all types (reading, writing, digital, information), Programs skills, resources
Sharing knowledge and information
Common curriculum and greater success to training materials
Global library fund
Make working in libraries more attractive by improving pay and opportunities
Increased clout to negotiate for licences of digital resources → eg. negotiate as a consortium
Stronger community engagement to deliver targeted services (economic development, climate change etc.)
IFLA Ideas Bank -sharing stories, resources, materials, toolkits etc.
Create library champions outside libraries (eg. Ministries, library suppliers etc.)
Create comprehensive library development plans
Work to have supportive library laws passed
Prove value of libraries in economic terms
IFLA commitment to working together and sharing experiences

To enable this, the united library field needs to have the following characteristics and focus:

Characteristics of a united library field:
Collaborative (at all levels)
Be influential and strong in advocacy
Sharing knowledge and information
Having a common vision and shared messages
Committed to providing quality LIS education
Proactive and outwardly focused
Focused on meeting user needs by providing high quality services
Respectful
Shared resources, systems, networks
Open-minded and participating in a learning community

Potential of a united library field

The creation of a united library field will face challenges, and there are opportunities to do so.

In Singapore, we identified the following opportunities for the field:

Opportunities for the creation of a united library field:
Could create a shared platform with good metadata, to upload documents as policies, standards, best practices, international database of library contacts in each country, shared existing training content, international list of services
Enable junior staff to attend international events / networks (using web)
Staff exchanges (involve experts)
Create ways to prove values to existing events to build networks eg. Yesterday's dinner where library Association of Singapore members mingled with international leaders
Connect national strategic plans
Have different library types work together on a project such as a joint conference or training
Create partnerships/agreements to collaborate across countries or regions
Connect libraries by common history, type or language
Send library staff to other systems for training / work experience
Share curriculum with others
Global visioning project =virtual discussion, virtual workshop
Share local -unite local first
Solution exchange -knowledge community librarians across globe

Leverage off shared projects (pas per all)
IFLA Ideas Bank – a digital space where all library practitioners can add documents, program information that can be globally, showed and used
Mentoring -international mentoring program at international, regional, local level
Provide online training for everyone, training of trainers, database of worldwide experts and experience
Provide digital access to collections – world overlay modelled on TROVE or Europeana
Create model standards and policies that can be used everyone
Reform law/model clauses for national and international agreements
Share best practices

Participants highlighted various examples of collaboration across countries, regions and library types that could serve as an example for a united library field.

- INELI
- CONSAL
- Global Libraries
- Indian Public Library Conference
- Indonesia One Search
- NSLA (National State Libraries Australasia)
- Trove – Australia's joint discovery platform for digital resources
- Trove + Europeana -national approaches to discovery across libraries but also more broadly to archives, museums, galleries, history associations
- One card system – Australia
- WorldCat – OCLC
- International Association of School Librarianship
- International Network for Scientific Publications
- Conference of Directors of National Libraries – Asia Oceania
- Conference of Directors of National Libraries – Asia Oceania
- PIALA – Pacific Islands Association of Libraries, Archives and Museums
- DELNET
- Ubiquitous Library Project (Malaysia)
- Joint Conference on Digital Librarian
- Vietnam Open Educational Resources
- Koha -open source community library software
- Standards development -IFLA standards
- CONSUL & CDNL -Education & Learning from others
- Maldives: National Library collaborating with Department of Education to deliver KOHA training to school libraries
- Sri Lanka: collaboration with Telecommunications company to develop an eBook platform that allows authors to publish & libraries to loan eBooks
- Sector-based groups: National & state libraries Australia (NSLA) collaborate on e-resource negotiations, exhibitions, digital infrastructure
- Australia: Better Beginning Family Literacy Program collaboration with Child Health Nurses, Department of Education public libraries, state library to deliver messaged about literacy. Evaluated by local university
- Blue Shield – collaboration at International & local level
- Australian Library & Information Association providing library training accreditation to Fiji

- OCLC Worldshare
- Singapore, New Zealand and Australia have a signed MoU to work together
- Sri Lanka and Myanmar share training on software (in person in Myanmar and advanced training in Sri Lanka)
- Korea provides train-the-trainer opportunities for other countries and provide materials
- Myanmar hosting a celebration of CONSAL in May 2018
- Pacific Islands project working so that more developed nations are supporting less developed nations
- To celebrate the 50th anniversary of ASEAN, countries are considering creating standard curriculum
- Libraries can take advantage of country "corners" to partner more with embassies and governments
- Korea Ministry of Culture supporting library development in Africa and other parts of Asia (Cambodia, Uganda, Nigeria)
- INELI Oceania – INELI ASEAN
- SLA< ALIA, LIANEA joint event in Gold Coast
- HINARI
- MoU's with various groups (staff exchange, share content)
- Inter-library loan
- Partnership of Health Libraries in Nepal partnering with WHO
- Congress of South-East Asian Librarians (10 countries)
- CAVL / CONZVL – UL from Aust / NZ working together
- LIANZA / Future of Libraries work → working groups representing sectors pulling together Future of Libraries (FOL) work

Continuing the conversation

The conversation in Singapore will be continued in the region at various places. Participants shared ideas about continuing the conversation in their commitment plans. Also, they started building the united library field. Everyone in the room met someone they didn't know before during the workshop. In addition, 100% of the participants discovered a colleague who can help them, and 100% found someone they can help in return. Everyone learned something new about another participant, while 100% of the participants learned something new about themselves. This shows the library field in Asia and Oceania is very well able to be united around shared challenges, opportunities, and connections among individual librarians.

A global conversation

This report was created in an interactive process, using the model of a 21st Century Town Hall style meeting, in Singapore on 28 and 29 June 2017. It is part of a global conversation initiated by IFLA about how a united library field can tackle the challenges of the future.

Over the course of two years (2017-2018), IFLA will involve as many librarians and others as possible in this global conversation. Participants are encouraged to continue the conversation in their own networks and organizations, and share the results with IFLA. At the end of 2017, the first results of all the workshops and online discussions will be incorporated into a *Global Vision Report*, which in turn will be adapted into concrete strategies, processes and work programmes in 2018.

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REPORT OF THE IFLA GLOBAL VISION REGIONAL WORKSHOP IN EUROPE: MADRID, SPAIN

Global Vision discussion

Report of the European meeting

How a united library field can tackle the challenges of the future

Madrid, Spain | 5 - 6 July 2017

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Introduction

On 5 and 6 July 2017, in Madrid, Spain, 34 librarians participated in a conversation about how a united library field can tackle the challenges of the future. Together we represent 942 years of library experience, and 366 years of experience with IFLA. We represented 36 countries in Europe, and a cross-section of library types and services (e.g. Public libraries, University libraries, National libraries, Parliamentary libraries, Children libraries, Special libraries, Music libraries, Hospital/Medical libraries, Archives, Research libraries, Documentary/Newspapers, Special Union libraries, School libraries, Associations, NGOs). This report focuses specifically on libraries and the library field in Europe, their challenges and future.

For two days, we discussed the challenges libraries face, a vision on libraries and the united library field, and our own role in overcoming these challenges. The main challenges we identified for libraries in Europe are:

- Funding and budgets
- Legislation for copyright and e-lending
- Advocacy
- Trained staff who can keep up with changes
- Growing user expectations in a digitally networked world

Libraries can overcome these with its unique values:

- Equal access to information
- Inclusion of all
- Safe, accessible place
- Support literacy
- Freedom of expression

and qualities:

- Free access to information regardless of format
- Promoting reading and information literacy
- Management of information and knowledge
- Serving all people
- Offering a non-commercial space

The library field has considerable opportunities to have impact in the future. We identified the following opportunities for a united library field:

- Sharing expertise in all ways e.g. staff exchanges between countries
- International negotiations on copyright and e-lending
- Improving competencies for advocacy
- International campaign for libraries
- Use of united position on library issues e.g. IFLA standards and Manifesto

and the following characteristics of a united library field:

- Has ability to think politically and strategically
- Connected network with enhanced communication
- Transparency

- Inclusiveness
- Having a global voice including all the voices from below (from local, national, regional, international)

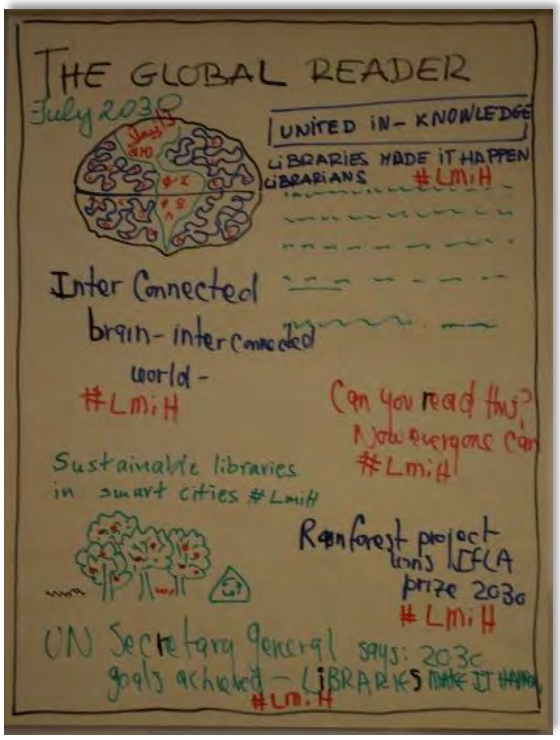
The library field has considerable opportunities to have impact in the future. We identified the following recommendations for a united library field:

- Library campaign with international library day
- Sharing experiences, e.g. International workshops and conferences, study tours, work exchange
- Sharing e-resources
- Sharing results and data
- Cross-over approach in organisations (e.g. IFLA sections)
- IFLA (it's there, it's doing important work -we need to use it, join it)
- Everything that we see in the way for collaboration/connection/cooperation
- Everything that we see in the way to change our mindsets
- Image / reputation for libraries
- Saving money – possessing more resources
- Shared (more) education / self-development
- Increased effectiveness towards users (better understanding – better services)
- Additional resources to strengthen a united library field like Gates Legacy/IFLA new approach
- The responses from the National Associations to participate in a united library field
- Take advantage of all work made by IFLA on advocacy these last years
- Information technologies are very helpful to communication and share ideas, data and other important things
- The increasing relevance of civil society on political development heard by IFLA and other organisations

All these recommendations are presented in more detail in this report.

A vision on libraries

Participants designed the cover of a magazine of their choice from 2030 about a successful library field. Libraries enable literate, informed and participative societies. When we look at the future, according to the debates in Madrid, Spain, this means that:



"This is the global brain. The world drawn in a global brain. The human race is united in knowledge. Implants and an information system may be connected to our brain, and we will need someone to curate this knowledge. So, who else could do that better, except libraries?! We also created this hashtag:

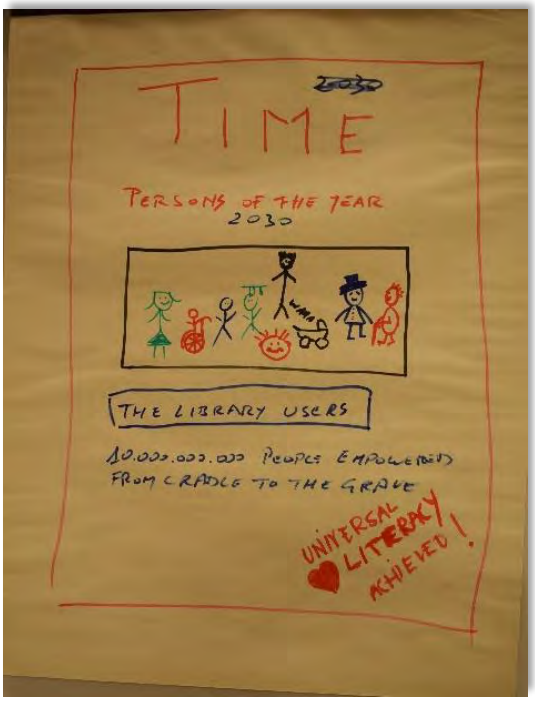
#LMiH = Libraries Made it Happen.

This magazine is being created in all alphabets and in this magazine we have different articles, for example about literacy: "Can you read this? Now everyone can #LMiH" (article's title). Furthermore, libraries are not only institutions per se, but are also in the forefront of global development, climate challenges, smart cities etc. This cover also includes "libraries" as a subliminal word that appears and flashes before your eyes as you read."

"Libraries make you choose better. It is the result of a global survey and you can find here correlation in numbers of how many people go to libraries, to how many people have a good life, how many readers we have, how many people have access to education, etc. So, this is the new cosmopolitan magazine and it is about lifestyle. It is about changing the lifestyle of population in each country. And here we can see that libraries matter."

"Here you see a sports magazine: The Champion.

It includes all kinds of fascinating stories about sports and libraries. Because you also need brains to do good sports, not just muscles! A special edition, for Libraries versus Google, and as you can see, libraries have won 10 to 1. IFLA has come to a great Global Vision result already. The solar system describes the united library field. Libraries are not only global, but also intergalactic champions. "



"Examples of articles: access points in all libraries in the world. Libraries bring more relevant results. In order to prove the value of libraries, you should really concentrate on users. We focus on the users. In empowering all users, all inhabitants in the world. This time, TIME magazine is not celebrating a person of the year, but the citizens of the world and library users as the persons of the year. The idea is that libraries are sustainable partners during our whole life. And libraries will meet the needs of the future users in all possible ways. Universal literacy has been achieved in time for 2030."

Defining libraries

Libraries play a unique role in achieving literate, informed and participative societies. Yet they are not the only actors in this process. To identify where libraries can make a difference, together we defined what we believe a library is at this moment (note the frame of this meeting is Europe).

The core values of libraries:		**Libraries are exceptionally good at:**
Equal access to information		***Free access to information regardless of format***
Inclusion of all		***Promoting reading and information literacy***
Safe, accessible place		***Management of information and knowledge***
Support literacy		***Serving all people***
Freedom of expression		***Offering a non-commercial space***
Valid and neutral information to empower users		*Life-long learning*
Preservation and access to culture		*Being too modest and underestimating their value*
Staff capability to problem solve and innovate		*Education and empowerment of people*
User-oriented		*Preservation of cultural heritage*
Sustainability		*Cooperation*
Networking		*Navigating the ocean of information*

Libraries should do more of:		**Libraries should do less of:**
Cooperation between libraries and other (external) partners		***Complaining***
Advocacy		***Having too many rules that complicate things for users***
Connect more to the digital world -open access, open data, e-books		***Routine work (non-specialised tasks)***
Marketing		***Cataloguing and local cataloguing***
Understand user needs and improve services		***Conservative and inflexible***
Professional development and updating staff		*Trying to solve every problem and find definitive answers*
Longer opening hours		*Restrictive and controlling of users*
Forum for democracy and creativity		*Collecting useless statistics*
Outreach		*Modest and introverted*
Global marketing		

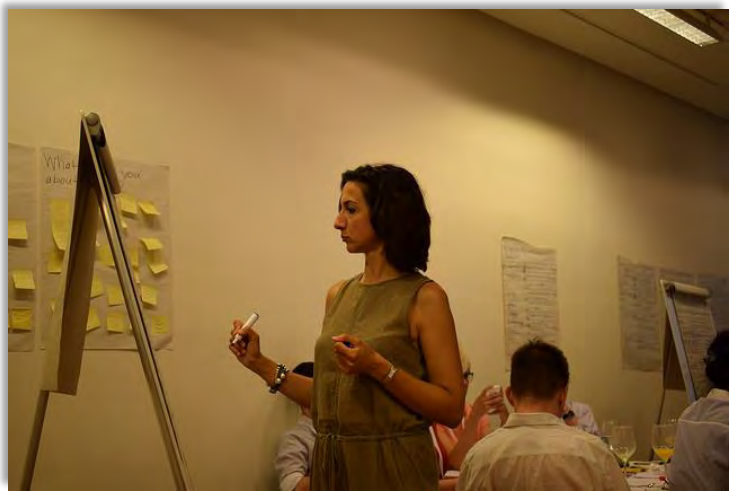
Challenges and solutions

The world is changing. Social, technological, financial, environmental and other factors affect the library field and create new challenges and opportunities for them. These challenges also change over time.

In Madrid, Spain, we highlighted the following challenges in the European context:

Main challenges to society:		**The main challenges to libraries:**
Immigration and the migration of refugees		***Funding and budgets***
Information overload / fake news		***Legislation for copyright and e-lending***
Growing divide in the society (digital, knowledge, economic, political)		***Advocacy***
Economic crisis		***Trained staff who can keep up with changes***
Climate change		***Growing user expectations in a digitally networked world***
Decreasing humanism (lack of tolerance, human rights, democracy)		*How to remain inclusive in a more diverse world*
Technological changes affecting society		*Lack of influence and visibility*
Illiteracy		*Fake news*
Lack of social and political engagement		*Teaching users new skills for new work*
Unemployment		*Competition with Google*
Privacy		*Cultural competition for attention of users*
Aging population in Europe		*Internet and new media*

Comment: The first main challenge to libraries, which is the funding, is decreasing and will keep decreasing, if libraries are not answering the main challenges to society. What do we need the library for? Who are we advocating for? For our library or for our users? "Stop being the beggar and start being the partner."



23. April 2030
Libraries take
YOU
Q6. What
Q7. What
IFLA
GLOBAL VISION

23. April 2030

What libraries need to overcome to be successful?

Reflecting on these challenges and the vision on the future of libraries outlined with the magazine covers, participants shared their thoughts on the Global Vision discussion and identified different things that libraries need to overcome:

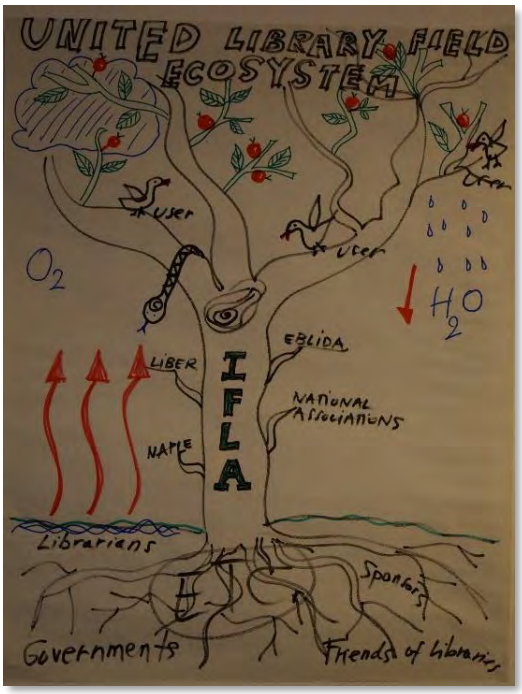
1. Nice people! I like to think of them as my colleagues :)
2. We are different, but so alike
3. I like that we had little time, the speed. Never boring
4. Great team work librarians -synergy
5. Similar challenges, different solutions/approaches
6. Different people, different opinions, same goals!!!
7. Fun people! Amazing how many of us are dealing with similar problems
8. The lively discussion that was very much to the point
9. Stimulating environment: great group, great debate, different perspectives and experiences =
10. ALL OF YOU :D
11. Inspirational brainstorming sessions
12. Common ideas from different communities
13. The share of good/global vital ideas
14. Meeting fun and creative colleagues, with different and the same perspective as me
15. Professional discussions we have had on different topics
16. The level of discussion.
17. Different visions
18. Nice, friendly atmosphere among professionals
19. The methodology of the workshop
20. That I have the same passion and challenges as my colleagues
21. The political discussion and agreement that inequality is the most important problem
22. To realize that we are from different countries but librarians think everywhere the same
23. The speed of it all
24. Discussion on critical issues, for different libraries
25. Learning from much experiences professionals
26. Good/positive energy
27. Broad networking
28. Open table discussion
29. Constructive but controversial discussions
30. Hardworking librarians
31. Creativity of colleagues
32. The most exciting for me was to find out that my point of view on several items and topics was
33. correct in comparison with view of the other
34. Participating in making a global impact
35. Meeting interesting colleagues
36. All the diverse views gave me new perspectives
37. The story about the friendly librarians in Norway!
38. The Champion table (everybody engaged!)
39. Inspiring perspectives
40. Diversity of insights
41. Amazing people – great experience – good perspectives – productive discussion - deeply inspired
42. Broad range of people from across the whole of greater Europe
43. Open and critical discussion
44. Interesting discussions – lots of opinions and news about other country situations
45. The level of discussion -good communication between us
46. Flexibility of technology as technology changes, building the global vision. Library change even
47. life style in many countries
48. Europe working together is much needed! Happy to see!

A united library field

The challenges faced by the library field from ever-increasing globalization can only be met and overcome by an inclusive, global response from a united library field. In Madrid, Spain, we contributed to this united library field and created an image of what this might look like.

"We came up with the idea of a spider web and with the metaphor of a bridge. Combining those two ideas, this is the result. We bring together staff, institutions and partners. Libraries are basically a bridge. And, of course, we went global, to a united library field; to a connected world. We wrote down the global players, who influence the global library field: education, media, science and so on. There are a lot of different players. And all of them are connected through bridges, which are two dimensional and go in two directions. Like an atom. In the middle, we have the users and our values.

Imagine a single librarian lost in the office. Imagine now that he is not alone, but part of this big universe. You think "who is going to help me?". Then those bridges come to your mind. Who might help me? You will see there are other players and then you'll see that there might be someone who can help me."



"The main idea is the united library field as an ecosystem. An ecosystem is a community of living organisms, acting as a system. Its ultimate goal is life. Libraries are for people, so this is life!

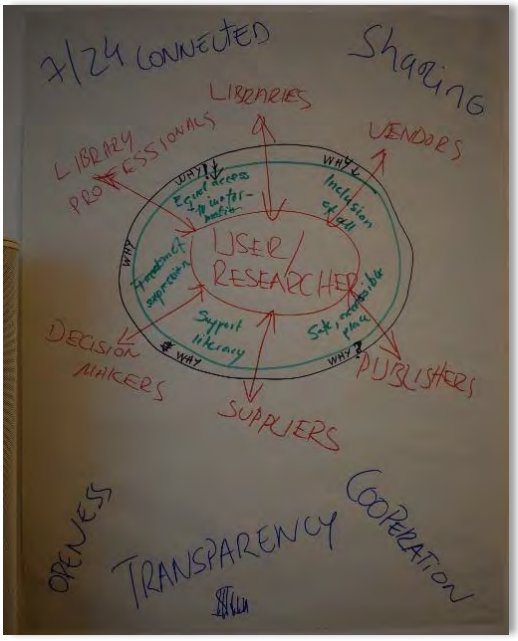
We decided to illustrate it like a tree. Each tree makes soil, from which it takes energy, and this is the external environment for libraries. Very vital for each healthy tree: librarians who work in libraries and also sponsors, government, who help libraries survive and offer better services. The main pillar is IFLA, the international association. There are many more associations that support this pillar, such as EBLIDA, NAPLE etc. who work in the world.

The users pick the fruits. These are the services we offer. We also have a snake and the copyright symbol. We produce the tree and it is like we produce oxygen, which is important for life. We also help the ecosystem to change from the soil: the water goes back to the sky and from the sky, rain comes. This entire system works together. All the fruits, all the side products the tree produces are very useful for the system as a whole. So, of course, in this soil there

could be many more stakeholders, many more institutions or many more individuals, who help as part of the ecosystem. This is a very brief description how a united library field works as an ecosystem."

"The idea is that the untied library field is illustrated as a world library passport, with standards for services and a strong international structure.

As a united library field, we need to have world standards for our work, our common actions. We need to have professional information for librarians and an international legal framework. Libraries need to have a united law to assist their services and to act, while it is also very important for communication."



"This is a user and researcher oriented system. There are partners, vendors and suppliers etc. 24/7 connected and sharing all resources, experiences. The "why" is all around, because it is something that we should keep thinking about. Why have libraries, why should libraries continue to exist? What is it that libraries actually do or provide? Why are they important? Who are they working for? What is the benefit to society and users."

Defining a united library field

The united library field needs to contribute to tackling challenges of libraries.

To do so, participants discussed what a united field might look like. First, we looked at how a united library field should help libraries meet the challenges of the future:

Sharing expertise in all ways e.g. staff exchanges between countries
International negotiations on copyright and e-lending
Improving competencies for advocacy
International campaign for libraries
Use of united position on library issues e.g. IFLA standards and Manifesto
More sharing funding ideas, resources, international consortia
Transform legislation and legal frameworks affecting libraries
Unified education system for training for librarians
New models and alliances for partnerships
Maintain the IFLA Trend Report for a global perspective

Greater innovation

To enable this, the united library field needs to have following characteristics and focus:

Characteristics of a united library field:
Has ability to think politically and strategically
Connected network with enhanced communication
Transparency
Inclusiveness
Having a global voice including all the voices from below (from local, national, regional, international)
Trustworthy
Love for libraries
Open-minded – accepting differences
Sustainable
Alert to change
Utilises some set of guidelines and rules

Potential of a united library field

The creation of a united library field will face challenges, and there are opportunities to do so. In Madrid, Spain we identified the following opportunities for the field:

Opportunities for the creation of a united library field:
Library campaign with international library day
Sharing experiences, e.g. International workshops and conferences, study tours, work exchange
Sharing e-resources
Sharing results and data
Cross-over approach in organisations (e.g. IFLA sections)
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Participants highlighted various examples of collaboration across countries, regions and library types that could serve as an example for a united library field.

- DACH, United German Speaking Associations meeting with international/Library organisations like IFLA, LIBER, EBLIDA. Join forces
- IAP of IFLA in DACH countries
- FESABID offer of Library training online to IBERBIBLIOTECAS (LAC Region Public Libraries)
- Joint Program to make translation into German from international (IFLA) papers
- V4 – Cooperation Conference combined with Library Associations and Ministries of Culture (Slovakia, Czech, Hungary and Poland)
- GOBAL – Latvia, Estonia and Lithuania Congress and presentations together
- 7 Bank Librarians in Greece AIOBI (Network of Economic Libraries)
- SBN Sernzio Bibliotecario Nationale join National Libraries, Public and Academic Libraries in Cataloguing (Union Catalog) and Interloan
- OCLC WorldCAT
- Conference of MABPZ in Poland of Museums, Archives and Libraries on Polish Libraries abroad
- GOETHE, CERVANTES, INSTITUT FRANSAIS, ALLIANCE FRANSAISE = supporting libraries all over the world on their languages

Continuing the conversation

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GLOBAL VISION REPORT

August 2018

The **International Federation of Library Associations and Institutions (IFLA)** is the leading international body representing the interests of library and information services and their users. It is the global voice of the library and information profession.

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