



IFLA Annual Report 2025



International
Federation of
Library
Associations and Institutions



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Library
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Message from the President

Message from the IFLA President 2023-2025

Gamba daru*!

I'm very happy, alongside Leslie Weir, my friend and successor as IFLA President, to welcome you to the IFLA Annual Report 2025.

The report covers the last eight months of my term as IFLA President, during which time I believe that we saw further signs of our Federation's strength and growth.

I placed my presidency under the theme of 'Stronger Together'. This both reflected an understanding of the need to reaffirm the value of working together ourselves in a Federation, but also the importance of engaging confidently and proactively with communities and partners.

Our Federation is indeed stronger, as evidenced by a competitive set of elections, the quality and diversity of the work of our committees, and a deepening focus on sustainability and connection, all of which are on display in this report. My conversations with Members – a highlight of my role – showed me a field that has confidence in our Federation, and high ambitions for its future.

The work is of course ongoing. With Leslie's agreement, I was proud to lead the Governance Structure Health Check, alongside great colleagues from across our structure. The findings of this will, I hope, inspire the new Governing Board in its ongoing work to ensure that IFLA is setting the highest standards of transparency, accountability and engagement. In Leslie, I cannot imagine a better person to take forward this work.

Thank you therefore to her, as well as to my other colleagues on the 2023-2025 Board, as well as to IFLA's Members, volunteers and staff.

Vicki McDonald

IFLA President 2023-2025

* "Gamba daru"
means "Good day" in
the language of the
Barunnggam people
from the Darling Downs
region of Dalby and
Bunya Mountains – the
community where I grew
up.



Message from the President

** "Boozhoo"
is a greeting in
Anishenaabemowen
the language of the
Algonquin Anishenaabe
First Nation upon whose
unceded, unsundered
lands I have the privilege
to live, work, and play.*





Message from the IFLA President 2025-2027

Hello, Bonjour, Boozhoo*,

It is an honour to follow Vicki McDonald, both in providing a foreword to this annual report, and in holding the role of IFLA President.

In looking for my theme as IFLA President, I wanted to find a way of building on the essential work Vicki carried out to stabilise our Federation and place it on a positive trajectory, by energising the field.

‘Be Bold’ – the theme I chose – really encapsulates what I hope that we can be – as individuals, as a profession, as a Federation. We need to be bold in our own practice, ready to take proactive and purposeful steps in the face of turbulence and uncertainty. We also need to be bold in our advocacy, unashamed to stand up for the values we encapsulate and the communities we serve.

There is already so much boldness in our field, running through the pages of this report. I felt this particularly strongly in the series of ‘Stronger, Bolder, Together’ discussions I organised alongside Vicki, before, at, and after our great 2025 Congress in Astana.

At the time of writing, we are already deep into 2026, but I can already see this thread continuing through this year, and leading to what I believe will be a great IFLA centenary in 2027. In doing this, I am grateful for all the work and support provided by my Governing Board colleagues, as well as all those who dedicate your money, time, and energy to making IFLA work – thank you!

Leslie Weir

IFLA President 2025-2027



Making a difference in 2025

Welcome to our Annual Report, covering IFLA's work from January to December 2025 – a snapshot of all that happened across our communities over the year.

Whether you are an IFLA member keen to see what your money makes possible, a volunteer keen to relate their work to that of the Federation as a whole, or a partner keen to find out more about how libraries can help achieve key policy and societal goals, this report is a great starting point.

I therefore encourage you to read through the report and also explore our website or get in touch to find out more. With this introduction, I wanted to share more about some of the key priorities that run through the report and our wider work. Both fit well with the theme of our President, Leslie Weir – 'Be Bold' – emphasising a need to be ready to think and act differently to realise IFLA's full potential.

The connections between us

Whenever I need to present IFLA's work, I always worry a little about how to make our structures understandable for others. We have over 60 different units, a combination of membership and volunteer communities, plus a Headquarters team, producing a rich and diverse range of outputs.

Even after being with IFLA for nearly three years, I am still coming across work and outputs that I had previously known little if anything about. These are, I should underline, pleasant surprises. They are signs of a proactive community making the most of the structures and opportunities that IFLA provides to come together and take on challenges for the good of the field as a whole.

Nonetheless, all this can make IFLA hard to quantify, and certainly hard to summarise on a single slide for new audiences.

However, this openness, diversity and responsiveness is also what allows us to be what we need to be. It is the possibility for everyone to find their place, to feel that they belong, and to know that they can make a difference, that makes IFLA unique.

No other institution offers the same combination of dedicated support, access to resources, and welcoming spaces as libraries. And no other organisation than IFLA offers the same breadth of coverage – thematic and geographical – or the same possibilities to mobilise the strengths of the library field to make a difference.

This report, I believe, contains so many examples of this model at work.

The challenge we continuously face is how to find the most effective way to do this ever better, both when it comes to how we connect our Members and volunteers, and how we connect libraries to (potential) partners in order to do more than we could alone. We need, in our work, to be constantly alert to assumptions and decisions that cause unnecessary rigidities, risk excluding colleagues, or distract us from delivery.

As we head into our centenary year, this core role of IFLA as a connector – and how we can realise this most effectively – is front of mind for the Board and myself.

The future we share

That emphasis on connections and impact connects very strongly with our emphasis on futures. Of course, the nature of this publication, as an annual report, is very much about looking back. However, I hope that one thing that will shine through this is our growing focus on the need to make the future part of our plans.

You can see this in the additions to our Trend Report family of materials, initial planning for IFLA100, and in particular the excellent series of conversations and contributions brought together under the Stronger, Bolder, Together banner by our outgoing and incoming Presidents, Vicki McDonald and Leslie Weir respectively.

While IFLA has certainly been proactive and enthusiastic in taking this on as an agenda, it is nonetheless not a matter of choice. We are in a volatile and unpredictable world, and more than ever, simply assuming that things will stay as they are today is a dangerous strategy. Furthermore, uncertainty cannot be an excuse to close up and simply hope for the best.

Our action is based on an understanding that we are not powerless, and that by drawing on evidence and experience, as well as an openness to learning from others and building new partnerships, we can maximise the resilience not just of our own Federation, but of the field as a whole and the communities it serves.

It has been very welcome to see how Members and volunteer committees across IFLA have engaged with this work, both exploring the individual trends presented in the Trend Report, and more broadly using futures techniques in their planning. This underpins a large share of the work highlighted in this report.

Importantly, a focus on the future is also central to the work of the Governing Board and our President, Leslie Weir. Building the essential efforts to stabilise IFLA under Vicki McDonald, Leslie has led a renewed focus on longer term sustainability, both in financial and operational terms, in order to set our Federation up for a successful second century.

It should go without saying that none of this work would be possible without our Members, volunteers and partners, but it is nonetheless important to underline this fact.

IFLA has been particularly lucky in its leadership, both under Vicki McDonald's presidency until August 2025, and then under Leslie Weir. They in turn have been backed up by a great set of colleagues on our Governing Boards, who we celebrate in the section focused on them.

I also want thank all of our Members, who not only support our work financially, but also make available staff and other colleagues in order to drive forwards the work of our committees. Thanks also to our volunteers whose dedication makes a reality of the potential of global librarianship, and of course to our partners who enable us to do more than we ever could alone. Finally, I am ever grateful to the team at IFLA Headquarters who support me and everyone else involved in IFLA to fulfil their potential.



Sharon Memis

IFLA Secretary General

Our 2024–2029 Strategy

Impact Area 01—Libraries are connected and energised through vibrant, global professional communities

- Enabling dynamic and high-performing volunteer groups, acting as spaces for exchange, and incubators for new ideas
- Maintaining and expanding an engaged membership motivated to contribute their experience and energy to the field
- Developing active and engaged wider communities of practice, allowing all Members of our field to find their place in our work
- Creating and upholding timely, world-class standards and guidelines that facilitate great services, continuous evolution and international working
- Providing and maintaining spaces where Members and volunteers can connect effectively and to mutual benefit

Impact Area 03—Libraries are enabled to deliver meaningful change at all levels

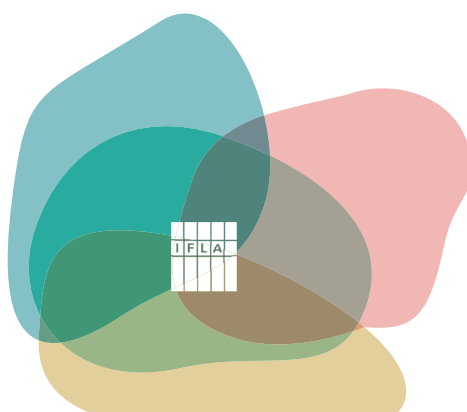
- Developing regional structures which can both articulate global priorities at their level and build high- impact work programmes around specific needs within the context of IFLA's Strategy
- Developing an offer of relevant training which adds value to existing provision and responds to identified areas of need, as well as giving emerging leaders opportunities to develop skills and profile
- Supporting the development of library associations

Impact Area 02—Libraries are recognised, represented and valued as partners

- Building a voice, profile, and influence in relevant international policy spaces where IFLA is uniquely able to contribute and convene
- Identifying and developing partnership strategies with others, in line with our sustainability strategy and as a means of achieving shared goals
- Providing thought-leadership within the field on policy issues and promoting library values
- Ensuring that advocacy resources and skills are shared throughout the field, to realise the impact of our global work

Enabler—Futureproofing IFLA

- Ensuring our governance is effective, transparent and fit-for-purpose, and gives all parts of our community a voice
- Ensuring we are effective, consistent, and innovative in delivering projects and initiatives, in particular in partnerships
- Continuing to invest in “our people”, the IFLA Headquarters team, so they can respond to community needs and build for the future
- Developing and implementing a successful sustainability strategy that allows us to diversify funding and deliver on our goals





IFLA in 2025: Key Indicators

IFLA Membership

- **1667** Members*
- **151** Countries
- **96%** of Members responding to our survey rated their membership as valuable, with particularly high appreciation in the LAC and MENA regions (**100%**)

**Includes national and international associations, institutions, organisations, and individuals*

IFLA World Library and Information Congress 2025

- IFLA's first Congress in Central Asia
- **Over 1500** participants from **98** countries
- **Over 150** Sessions, Meetings and Caucuses
- **Over 130** accepted posters
- **50** grants
- **11** sessions livestreamed or recorded
- **29** exhibitors
- **146** volunteers
- **6** Satellite meetings

Virtual events

- Number of Units who hosted virtual events – **20** (including joint events)
- Number of virtual events – **49**
- Number of registrants – **8262**
- Number of live attendees – **6194**

IFLA Journal

- 2-year impact factor **1.4** | 5-year impact factor **1.5**
- Full text usage: **148,969***
- **75** articles, **175** authors from **49** countries, **1200+** pages
- Special Issues on:
 - Trends in Academic and Research Libraries (March)
 - Artificial Intelligence (AI): Transforming Global Librarianship (October)

*Sum of PDF and HTML downloads from the journal platform

IFLA Repository

- **Over 800** new items added
- **Over 2,200** items migrated from the IFLA Library
- Total number of items available – **7,000+**

Library Map of the World (LMW)

- **180** countries and territories engaged in the LMW project
- **149** countries with published data on the LMW website
- **2.9 million** libraries counted

Impact Training

- **Over 750** library workers benefitted from IFLA's training programme on "Measurement, evaluation, and demonstrating impact of library services"

Vibrant, global professional communities

Our work in this Impact Area centres on IFLA as a place where professionals can connect meaningfully across borders. Through our membership and volunteer networks, we create opportunities for people to share knowledge, learn from one another, and spark new ideas. This exchange strengthens both individual practitioners and the library and information field—helping IFLA respond more effectively to the changing needs of the communities we serve, and to make a reality of the promise of a global library field.

Building and sustaining active volunteer networks and communities of practice, alongside a deeply engaged membership, is core to a sustainable and thriving IFLA. This also includes our efforts to develop practical, relevant standards and guidelines that support innovative, high-quality work across contexts. Just as important, we prioritise creating spaces, both formal and informal, where connections can take root and collaboration can grow.

By generating the insights and ideas that drive effective, inclusive and innovative library services for all, we set our field up for the future. Together, these efforts ensure that IFLA remains a trusted organisation for learning, collaboration, and progress in an increasingly complex and evolving world.

Key numbers around our membership in 2025 are available in the separate section on this, but an important focus has been on how to ensure that all our Members truly benefit from their belonging to a global field.

We have therefore not only celebrated new Members joining and offered new member orientation sessions but also established more regular communication with our membership as a whole. We are also experimenting with new types of community, such as our association CEO circle, as well as new networks such as on Digital Heritage.

As an election year, 2025 was both particularly rich in terms of the work brought to a conclusion by outgoing committees, and a key moment for our Members to nominate and vote for a new cohort of volunteers, ready to make their mark at the global level.

Our elections saw a welcome increase in levels of engagement in nominations and voting, as well as the opportunity to learn lessons from a pre-nominations phase designed to give more colleagues the opportunity to put themselves forwards for volunteer roles. There were more competitive committee elections than before, and overall, an increase in regional diversity, but there is still plenty to do.

Ensuring that our committees have the best possible support for their work is a key goal for our work. The committees starting their work in August 2025 benefitted from our strongest ever induction process, with specially designed training around planning for impact, as well as on communications and how to use available tools.

Following a successful pilot in 2024, our Digital Skills Camp continued as a training programme. Hosted on Canvas, this self-paced programme attracted over 180 participants and expanded its original focus on equipping volunteer committees' Information Coordinators with digital skills to support their IFLA work, now opening participation to all active committee members regardless of capacity.

Our units can also rely on the IFLA Code of Conduct for Volunteers, finalised by the outgoing Governing Board, which offers an invaluable reference point to help us work constructively and inclusively across a diverse field. The code serves to protect everyone's rights within the federation and aligns with our mission to promote diversity and equity in all areas of work. A new Advisory Committee on Ethics is there to support implementation and ensure the ongoing relevance of the code.

With a view to supporting the development of standards and publications that enable excellent professional practice, we also saw the appointment of a new IFLA Publications Series Editor, as well as the selection of an expert copyeditor for IFLA standards.

They have had much to do, with five new or completely revised standards agreed. Major publications have focused on AI in libraries, libraries' role in driving education for sustainable development, and how libraries are empowering society through digital literacy.

In 2026, we will see an ongoing flow of work from our committees, as they deliver on the work included in their new action plans. You can expect events, reports, newsletters and more, addressing diverse and essential topics, all available to benefit our field. We will also continue to work to innovate in how we support the field to come together and realise its potential for the benefit of all.

IFLA Elections 2025

Our elections are a key moment in the life of our Federation, both as an opportunity for our Members to engage through their nominations and votes, and as a time for a new set of volunteers to step up into a wide variety of different roles, including of course IFLA's leadership.

Some key facts and figures from the 2025 elections:

- We saw more competitive elections than in 2023, with 24 Sections (up from 22) and 6 Regional Division Committees (up from 1) holding contests
- Latin America and the Caribbean and the Middle East and North Africa stood out for their levels of engagement
- We saw an increase in the regional diversity of our Sections and Review Groups, with co-option likely to improve the situation still further.



World Library and Information Congress

Astana, Kazakhstan

A successful bid by the Association of University Libraries of the Republic of Kazakhstan saw IFLA take the World Library and Information Congress to Astana, the modern and futuristic capital of the largest landlocked country in the world. Over 1500 participants from 98 countries made their way to IFLA's first major event to be held in Central Asia.

Working closely with a core National Committee and the Kazakhstan Tourism Board, IFLA promoted an exciting programme and a lesser known but fast-growing location for the Congress in 2025. Kazakh and other Central Asian librarians were enthusiastic in their support for the conference with 146 volunteers coming largely from the region, along with many more general delegates.

IFLA's committees developed conference sessions that ranged from thematic investigations to ignite talks and workshops to engage and inform attendees. Simultaneous interpretation in the conference app allowed those with limited English to follow speakers in all session rooms with translations into Russian, Chinese and Korean being most used.

Delegates were able to enjoy presentations and an engaging exhibition showcasing new technologies for libraries. Local culture, in terms of music and dance, featured during the opening, closing ceremonies, and at the cultural evening. Handicrafts and arts were available in the exhibition area, and a range of libraries were highlighted during library visits where delegates could engage with local librarians.

A core reason for attending WLIC is the professional development and networking that takes place. Over 75% of delegates rated their personal benefit from the conference as very useful or extremely useful and over 80% noted that they had created new professional relationships that they would take back to their workplaces.

As the global organisation for the world's libraries, IFLA is proud, through WLIC, to have fostered library development and international engagement with this region of the world.

WLIC 2025 Astana - Key indicators

- IFLA's **1st** Congress in Central Asia
- **1585** participants from 98 countries
- **46%** first time delegates
- **76** Open Sessions, **6** special sessions
- **62** Business meetings, **15** Caucus meetings
- **14** Expo Pavilion industry sessions
- **38** grants (Emerging Leaders, Discovery Grants, Central Asia Grants)
- **134** accepted posters
- **29** Exhibitors
- **146** Volunteers
- **11** Sessions livestreamed or recorded

WLIC 2025 in Astana, Kazakhstan



Publishing



IFLA Standards

In 2025, activity around the work of IFLA Advisory Committee on Standards (CoS) illustrated its central role in shaping global library standards and advancing metadata practice. A major milestone was the release of the 2025 Professional Statement on Universal Bibliographic Control, reinforcing the importance of reliable, interoperable data in an AI-driven information landscape and promoting equitable global knowledge access.

The Committee also supported high-profile sessions at the World Library and Information Congress, fostering dialogue on metadata frameworks, accessibility, and emerging technologies. Its March 2025 symposium at the Greek National Library brought together international experts to emphasise that “metadata standards matter” for sustainable information ecosystems. Across meetings and outputs, CoS focused on updating standards processes, strengthening collaboration, and ensuring that IFLA’s standards remain responsive, inclusive, and globally relevant.

A mandate of the CoS is the stewardship of our Standards, which the global library and information science field has come to rely on as an international measure of excellence. Each IFLA Standard reflects consensus on principles, guidelines and best practice for a particular library or information-related activity or service. Standards are developed by IFLA’s volunteer committees, sometimes in collaboration with other international organisations such as UNESCO.

2025 saw the release of five new or fully updated IFLA Standards, endorsed by the CoS:

Guidelines for Inclusive Library Services for Persons with Print Disabilities

Written and edited by: Dalia Balčytytė, Saskia Boets, Christiane Felsmann, Ellen Follin, Heba Kholeif, Jelena Lesaja, Dipendra Manocha, Danielle Miller, Irmgard Reijntjes, Kirsí Ylänné, and Yasmine Youssef

UNIMARC Authorities Format Manual 1.2.0

Prepared by Permanent UNIMARC Committee (PUC)

UNIMARC Bibliographic Format Manual 1.1.0

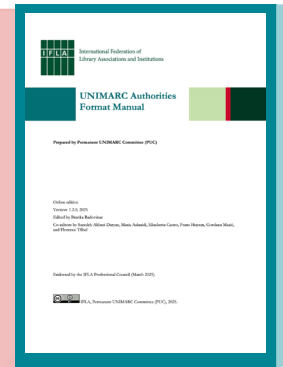
Prepared by Permanent UNIMARC Committee (PUC)

UNIMARC Bibliographic Format Manual 1.2.0

Prepared by Permanent UNIMARC Committee (PUC)

LRMoo: object-oriented definition and mapping from the IFLA Library Reference Model (Revised)

Prepared by the LRMoo (Library Reference Model [object oriented]) Working Group of the IFLA Bibliographic Conceptual Models Review Group, in collaboration with the International Committee for Documentation's Comité International pour la Documentation Conceptual Reference Model (ICOM CIDOC CRM) Special Interest Group



IFLA Publication Series

Along with our partner, De Gruyter, one new title was published in open access in 2025. This focused on how libraries are powering sustainable development—balancing environmental protection, long-term economic growth, and social well-being.

Libraries Driving Education for Sustainable Development

Edited by Petra Hauke, Antonia Mocatta and Priscilla Nga Ian Pun

Libraries, especially green and sustainable libraries, deserve prominent recognition as learning institutions and active driving partners for Education for Sustainable Development and which support their governments' sustainability efforts. In line with the Berlin Declaration on ESD and the UNESCO programme, the book focuses on innovative approaches and informal education projects, created and provided by green and sustainable libraries.



IFLA Journal

In 2025, the IFLA Journal showcased a collection of 75 articles authored by 175 contributors from 49 different countries, spanning over 1,200 pages. This reflects the increasing breadth of global scholarship in library and information science. At the same time, it highlights the Journal's continued role as an inclusive platform and resource for researchers and practitioners across the world.

Throughout the year, the Journal engaged deeply with major themes shaping the profession. Artificial Intelligence (AI) featured regularly, with articles in a special issue examining AI applications in cataloguing, digital preservation, public health, and information literacy, alongside critical discussions of ethics, equity, and governance. At the same time, sustained attention was given to accessibility, including services for persons with disabilities and visually impaired users, as well as to information rights and public policy in diverse national contexts. Articles focusing on sustainability, climate literacy, and digital resilience shed light on the field's response to global social, environmental, and technological challenges.

In addition, the IFLA Journal highlighted the social role of libraries, with contributions addressing trauma-informed librarianship, mental wellbeing, migration, and community engagement. A special issue on trends in academic and research libraries further consolidated these themes, offering focused explorations of areas of rapid transformation.

Editorial activity reached a record high, with 368 manuscripts submitted, and an acceptance rate of 21.4%. The Journal maintained strong engagement, with 148,969 full-text downloads. Its 2-year impact factor remained at 1.4, with a 5-year impact factor of 1.5. The most read article was *TikTok and digital health literacy: A systematic review* by Margaret Kristin Merga.

In response to the growing influence of AI, the Journal introduced new disclosure requirements for both authors and reviewers, demonstrating leadership in promoting transparency and research integrity. The Editorial Committee extends its sincere thanks to Anne Goulding, Professor of Library and Information Management at Te Herenga Waka—Victoria University of Wellington, outgoing Chair, for her leadership and lasting contributions to IFLA and the IFLA Journal's continued growth and international standing.



IFLA Repository

The IFLA Repository collects and disseminates the intellectual output of the global IFLA community. It provides open access to a curated selection of IFLA's key resources in wide use among LIS practitioners and other stakeholders. Items in the repository are fully integrated with our main website, IFLA.org, and presented as part of the site's Resources section, both in a dedicated portal and within relevant thematic or unit pages.

The Repository is a practical application of our long-standing commitment to open access principles; it also showcases and preserves the Federation's intellectual output. With almost 7000 submissions, this content reflects the depth and breadth of IFLA's impactful work, past and present.

In 2025, we achieved the long-planned migration and integration of an older repository (IFLA Library) with the IFLA Repository. This was a major technical project for the year and achieved a real milestone for the Federation. Besides cost-saving and security benefits, having a single platform for our core outputs—integrated with our main website—improves long-term access and overall discoverability.

In addition to the migration and incorporation of over 2200 items of older material, in 2025 we added more than 800 new items to the repository, with material coming from IFLA's diverse community of Members, volunteers, conference participants, and Headquarters staff.

As we approach our centenary in 2027, additional material was also sourced from IFLA's rich physical archives, digitised, and added to a new section dedicated to IFLA History. Opening our archives and making this material available through the Repository has proven to be a boon for researchers and highlights our deep roots as an organisation built on intellectual cooperation, global partnerships, advocacy, and commitment to the LIS profession.

With over 3200 items already indexed by Google Scholar, the growth and careful development of the Repository have led to cite-worthy content that represents the culmination of a rich assortment of activities.



DOIs

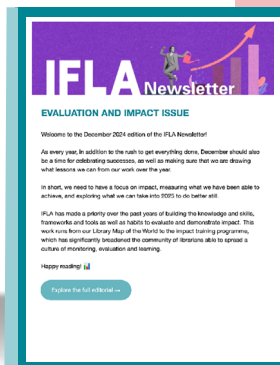
As part of our strategic development efforts, IFLA is working to enhance the scholarly value, traceability, and long-term accessibility of selected outputs in our open access Repository by assigning Digital Object Identifiers (DOIs).

In October IFLA joined DataCite Netherlands, run by TU Delft Library.

DataCite is an international, non-profit member organisation which has been providing DOIs since 2009. DOIs enable the global research community to reliably identify, locate, access, link and cite publications and research data sets. Furthering our commitment to fostering open science and open scholarship, DOIs will be enabled in the IFLA Repository and added to all eligible research-level materials across various collections.

Registering DOIs demonstrates our commitment to data persistence as well as to the transmission and maintenance of our underlying metadata.

IFLA Newsletter



IFLA's monthly newsletter provides a valuable space to showcase the breadth of contributions made by its committees, while also highlighting key milestones and progress across Headquarters-led initiatives and global partnerships. 2025 featured a series of releases that directly connected IFLA's work towards attaining the UN SDGs.

Issues focused on: fostering engagement, empowering communities, celebrating culture, cultivating leadership, supporting the library workforce, advancing digital access, strengthening partnerships, promoting equality, and addressing climate challenges. To further extend its reach and accessibility across platforms, 2025 also saw the introduction of a new social media ready, "light" edition of the newsletter, designed to engage the professional community through LinkedIn. It was immediately successful, showing great uptake, meaningful engagement, and organic growth.

Volunteer Code of Conduct

A collaborative undertaking led by the 2023-2025 IFLA Professional Council Chair, now 2025-2027 IFLA President-Elect, IFLA's Volunteer Code of Conduct emerged as a major step in strengthening ethical practice and accountability across the Federation.

Officially released in May, the Code establishes a comprehensive framework guiding professional behaviour, grounded in respect, fairness, inclusivity, and shared values. It applies to all volunteers, across committees, governance, and events, and sets clear expectations around responsibilities, rights, and conduct, including safeguarding against discrimination, conflicts of interest, and misconduct.

The Code is designed not only as a rule set, but as a practical tool for ethical decision-making, supported by training and implementation measures. Its development also prompted broader institutional change, including the creation of an Advisory Committee on Ethics to oversee application, provide guidance, and address breaches. Overall, 2025 activity reflects a shift from development to implementation, embedding the Code as a living, globally relevant framework to support a respectful, transparent and accountable volunteer culture.



Membership

Listening with intent, growing together

In 2025, IFLA boosted its global engagement with a rise of 4% in our total number of Members. We now have 1667 Members and affiliates from 151 countries, and proudly welcomed colleagues from Papua New Guinea, Tuvalu, Bahrain, Burkina Faso and Eswatini into the Federation. New and longstanding Members amplified our collective voice, renewing IFLA's commitment to a globally connected library community.

Connection was the theme that shaped the membership year. Through a series of targeted campaigns, led by a strong year-end campaign, more than 100 organisations and individuals joined for the first time, or re-joined IFLA after a break, delivering stable membership growth for the Federation. A dedicated campaign for Library and Information Science schools brought new academic Members from China, the United States, and Malta, reinforcing our investment in the next generation of library professionals. At the same time, outreach to inactive Members successfully revived relationships across the regions.

At WLIC 2025 in Astana, listening and recognition took centre stage. A pilot member focus group, launched in response to our membership survey, allowed us to explore challenges and priorities in greater depth, setting the stage for more responsive member services. We also introduced an associations' anniversary recognition, celebrating milestone years since their founding - decades of leadership and professional impact. These moments, acknowledged formally at the General Assembly, were met with genuine appreciation.

IFLA HQ held new member orientation sessions throughout the year, with participants continuously pointing to professional development, networking, and community as their key motivation for joining. In conjunction with this, our refreshed communications and made member value clearer and more visible.

These communications served to highlight a growing drive to ensure that it is Members who have priority access to grants and funding opportunities – a commitment that will deepen as we review our membership model from 2026. Paired with the new Customer Relationship Management system to be implemented in 2026 and launched early 2027, we're looking at a brighter future with tailored approaches to Members' needs.



IFLA WLIC 2025 in Astana, Kazakhstan

Number of Members
per Category
- By Region (As of 31 December
2025)

TOTAL	2024	2025	%
National Associations	119	116	-3%
International Associations	20	17	-15%
Institutions	824	812	-1%
Individuals	606	688	14%
Other Organisations	29	34	17%
Grand Total	1598	1667	4%
Total Organisations	992	979	-1%
Total Individuals	606	688	14%

NORTH
AMERICA

	2024	2025
National Associations	11	12
International Associations	5	4
Institutions	108	104
Individuals	290	313
Other Organisations	3	4
Grand Total	417	437
Total Organisations	127	124
Total Individuals	290	313

	2024	2025
National Associations	11	11
International Associations	1	2
Institutions	51	50
Individuals	27	30
Other Organisations	1	1
Grand Total	91	94
Total Organisations	64	64
Total Individuals	27	30

LATIN
AMERICA
& CARIBBEAN

EUROPE

	2024	2025
National Associations	58	57
International Associations	8	7
Institutions	397	383
Individuals	111	133
Other Organisations	10	12
Grand Total	584	592
Total Organisations	473	459
Total Individuals	111	141

MENA

	2024	2025
National Associations	4	5
International Associations	2	0
Institutions	43	40
Individuals	22	34
Other Organisations	2	1
Grand Total	73	80
Total Organisations	51	46
Total Individuals	22	34

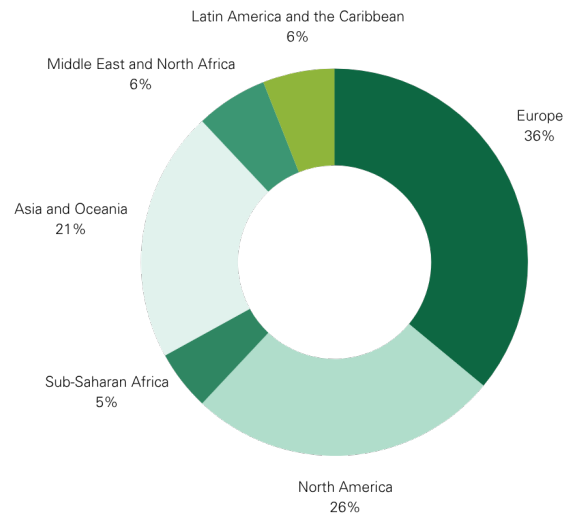
SUB-SAHARAN AFRICA

	2024	2025
National Associations	11	8
International Associations	3	4
Institutions	65	73
Individuals	15	27
Other Organisations	3	3
Grand Total	97	115
Total Organisations	82	88
Total Individuals	15	27

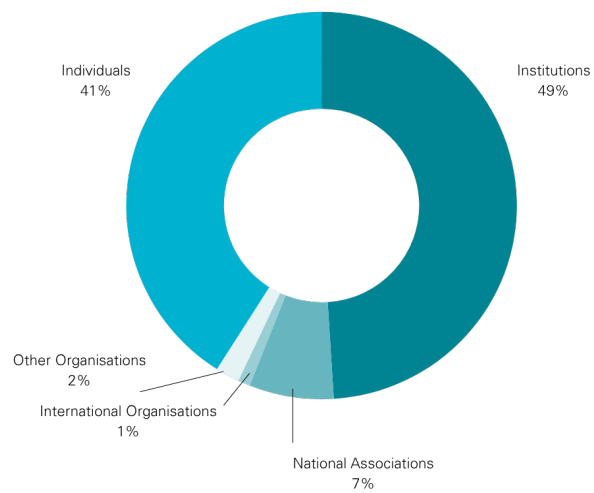
	2024	2025
National Associations	24	23
International Associations	1	0
Institutions	160	162
Individuals	141	151
Other Organisations	10	13
Grand Total	336	349
Total Organisations	195	198
Total Individuals	141	151

ASIA & OCEANIA

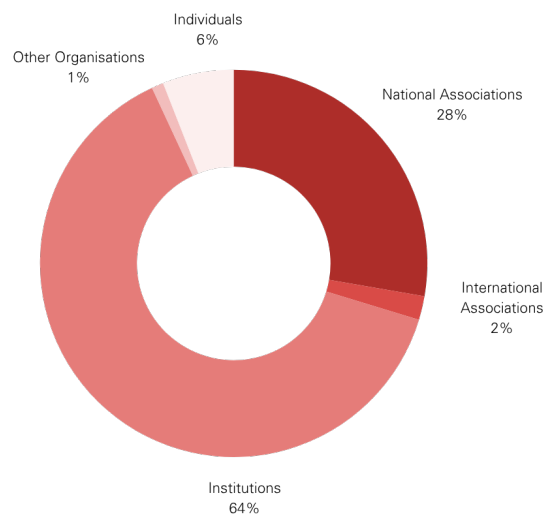
Membership By Region



Membership Categories



Membership Income





© 2026 Mapbox © OpenStreetMap

Our Membership on the Map

● Countries with IFLA membership representation

Libraries are recognised, represented and valued as partners

Our work under this Impact Area focuses on the connections we make with the wider world. Through our advocacy work, we challenge stereotypes and build understanding and support for the unique contribution that libraries can make to better lives and communities. Based on this, we develop and deepen partnerships with those who share our goals to achieve more than any of us could alone.

IFLA has a unique role to play as a strong voice for libraries in international settings, both shaping key decisions and outputs in order to reflect the role of our institutions and professions and creating new opportunities for colleagues globally.

2025 was a busy year for our work in this space. UNESCO held its triennial MONDIACULT conference, providing a platform for us to highlight directly to ministers the unique role that libraries play amongst other cultural infrastructures. This also provided the occasion for the launch of the updated Culture2030Goal campaign proposal for a standalone Sustainable Development Goal on culture. IFLA is a founding and leading member of the campaign.

Librarians were also there both at the World Summit on Social Development, G20 Social Summit and Internet Governance Forum, making the most of the opportunity to engage directly with decision-makers, helping to ensure their integration into national plans as well as international agendas.

For the first time in memory, a librarian also addressed the UN General Assembly in the context of the World Summit on the Information Society. This also provided the chance to advance our work with the Universal Postal Union, with which we have a Memorandum of Understanding.

There was significant progress in our engagement in the climate empowerment agenda, with IFLA asked to join two working groups under the Climate Action Agenda associated with the UNFCCC COP process. This builds on our leading role in preparation of a UNESCO report on Greening Communities, as well as welcome progress in recognition of the importance of information integrity in the response to climate change. With libraries and associations globally increasingly active on climate issues, we are now able to connect this work to partners and the wider global agenda.

Elsewhere, we pursued our engagement with the wider UN sustainable development agenda – including a significant new report on the place of knowledge and information in voluntary national reviews – as well as seeing progress towards meaningful outputs from work at the World Intellectual Property Organization on copyright exceptions for libraries.

Across these areas, we maintained our emphasis on connecting global and national mobilisation. In this context, we secured UNESCO's endorsement for the updated IFLA School Library Manifesto, which provides both practical guidance and an advocacy tool for our field.

Other highlights include work to advance new tools alongside partners to help libraries adapt to climate change, engage with AI, speak out for intellectual freedom, advocate around copyright, and be part of digital inclusion strategies. We agreed statements around high-level principles on copyright, as well as on copyright and AI, copyright and contract override, and network usage fees.

2026 will see further intensification of our work in this space. We will build on the foundations we already have in our international engagement, in particular around climate, and will start to prepare for the 2027 SDG Summit which will launch the preparation of the post-2030 Agenda.

Knowledge Rights 21

2025 was the first year of phase 2 of the Knowledge Rights 21 programme, a campaign to ensure that the voices of libraries and the researchers, educators, learners and readers who rely on them are heard in decision-making in Europe. IFLA runs the programme, in partnership with LIBER and SPARC Europe and working with a network of experts and national coordinators closely linked to library associations.

The programme, made possible by the generosity of the Arcadia Fund, responds to the risk that with the shift to digital, the fundamental ability of libraries to build collections and use them to help meet users' needs is at risk. We need guarantees of libraries' ability to fulfil their missions and protection from unfair contract terms. Meanwhile, community-led work to expand open access will be complemented by stronger steps through legislation to guarantee rights and incentivise positive change.

The programme has allowed us to support advocacy mobilisation in over 20 countries in the region, supporting both reforms to copyright and information law, and the development of improved policies within institutions. With key legislation due to be proposed in the course of 2026, it will be a busy year, with activities and outputs that will benefit libraries in their advocacy both in Europe and around the world.

Gates Legacy

The generous grant provided by the Gates Foundation continues to play a major enabling role in our work. Activities supported by this fall into four major categories – building stronger regional fields, developing a culture of impact, advocacy, and leaders and trends.

This support is making it possible to invest in upgraded support and systems for membership, advocacy towards the UN and other global organisations, training around impact, and both our Trend Report and work on futures. Collectively, this represents an important part of our overall work to strengthen the library field.

The Gates grant passes through Stichting IFLA Global Libraries, a separate foundation established for the purpose of administering the Gates Foundation Legacy grant awarded in support of IFLA's activities for the global library field.

IFLA Partners

In addition to our work with the Arcadia Fund and Gates Foundation, libraries have benefitted from our work with the following partners:

Gulbenkian Foundation: through the Media and Information Case for Educators Programme, we published guidelines on effective media literacy interventions, based on the experience of libraries that were involved in the project.

European Union: we engaged in the Intellectual Property for Open Science (IP4OS project), which looks at engaging different professionals, including libraries, in providing joined-up advice to researchers about how to apply intellectual property rights in ways that maximise the value of the knowledge they generate.

Partnerships represent a major priority for IFLA going forwards. In addition to investing in intelligence and staff skills development over 2025, we have also hired a Business Development Manager to boost our capacity to build new partnerships that bring opportunities and support to Members and volunteers globally. Collectively, this represents an important part of our overall work to strengthen the library field.

Libraries are enabled to deliver meaningful change at all levels

Our work under this Impact Area is all about building and reinforcing the capacity to connect libraries and offer great services to communities that drive positive change in people's lives and deliver on wider policy goals. With the right skills, structures and support, libraries can be a force for transformative change, more important than ever in a world where information questions saturate almost every aspect of our lives.

In 2025, we made stronger connections between capacity-building and our focus on partnerships and sustainability, as covered by Impact Area 2 and our Enabler, future-proofing IFLA. We followed up with participants at our workshop in late 2024 in Latin America and the Caribbean (LAC), and continued emphasis in our Regional Council on building insights into partnerships and outreach in all parts of the world, and commissioned work to map the partnership landscape in LAC and Sub-Saharan Africa.

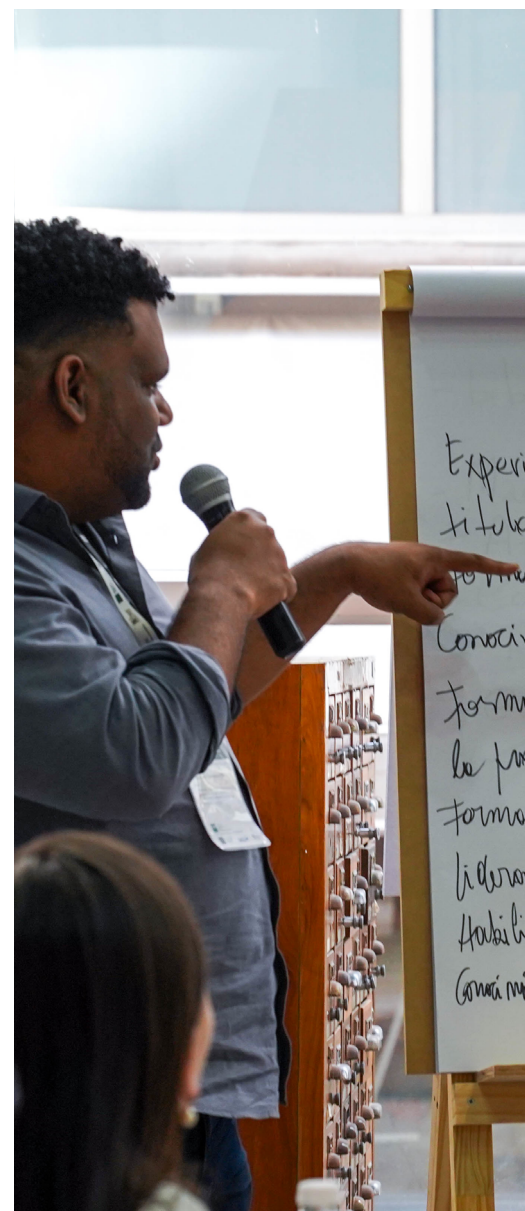
Our Regional Offices have a particular role to play in building capacity and supporting Members and volunteers in ways that would not be possible from The Hague. A workshop in Doha, kindly hosted by our Middle East and North Africa Regional Office at Qatar National Library, allowed us to build a shared understanding of needs, and to collect valuable information to define next steps.

Associations are key actors in enabling the library field to fulfil its potential. In addition to research into what they need for effectiveness, as well as what characterises those library fields able to take on major partnerships, our Management of Library Associations Section has maintained its focus on meeting sustainability needs.

Our work on skills development has a strong emphasis on evaluation and impact, in order to help libraries globally plan in ways that maximise the positive difference that they make. Our global cohort of impact trainers continues to spread IFLA materials around the world, and opens up possibilities for broader engagement in projects and partnerships.

Building futures literacy is a core part of our work here. Following the launch of the first part of our Trend Report in 2024, 2025 saw the publication of an expanded version with new scenarios and a chapter focused on sharing techniques for working with futures.

Complementing this, we produced tools and guidance to support IFLA units to integrate futures work into their planning, and the Skills Agenda for the Trend Report, authored by recipients of Emerging Leaders grants at the IFLA Information Futures Summit.



Presentation during the regional LAC workshop

Our 2025 Congress in Astana was the opportunity for another group of Emerging Leader grantees to participate. They shared their perspectives on what leadership means at a dedicated session, alongside the results of an ambitious survey of leadership provision around the world and guidance on how to develop further such programmes. Our Emerging Leaders also took on the challenge of identifying 'weak signals' across sessions in order to prepare a report complementing the existing Trend Report.

Increasingly, we are also delivering support for library system development, drawing on the expertise of our network to deliver positive change at scale, and we also invested in making the Library Map of the World more attractive and effective. IFLA expertise has supported the development of a new public libraries' strategy in Armenia, and the National Library of the Bahamas.

In 2026, much of the emphasis in our business development work will focus on what we can do at the regional level, allowing libraries to develop the networks and skills both to secure grants and partnerships, and then deliver on them. At the heart of this will be strong associations and further building capacity around impact.

Emerging Leaders at WLIC 2025



Futureproofing IFLA

Our work in this area is focused on making sure that IFLA as an organisation is best able to drive forwards work in our three Impact Areas. We have a strong focus on sustainability, both at the financial and operational levels, recognising that there is a virtuous circle between our effectiveness and efficiency as an organisation, and our attractiveness to Members, volunteers and partners alike.

Building on the focus that our outgoing Governing Board had on financial sustainability, our 2025-2027 Board has made our broader sustainability a core theme of its work. To advance this most effectively, they have defined key areas where we need to be ready to make evidence-based change to be best prepared for our second century.

Reporting to the Governing Board, our Professional and Regional Councils continued their work to support our wider structures. In particular, the volunteer-led processes for reviewing Sections and Special Interest Groups offered an opportunity both to celebrate good practice but also take decisive action to close groups which were no longer sufficiently active.

In parallel, and often behind the scenes, we have continued to improve our processes around finance, as well as build a pipeline and structure for bidding for and carrying out projects. The positive opinion of our independent auditors provides a welcome vindication of this work. More publicly, we were happy to publish the results of the baseline survey on our Strategy, which will allow us to measure success later on – we are grateful for all who took the time to respond to this and other surveys.

Our infrastructures are key to achieving our impact as a global, professional organisation. With further upgrades to our Repository, we are in a better position than ever to ensure the discoverability and long-term preservation of the work of our field. In the course of 2025, this absorbed the content of the IFLA Library, becoming a single portal to all of our publications, briefings, standards and other materials. We also undertook essential work to ensure the resilience of our website, as well as moving towards ensuring that key publications receive Digital Object Identifiers.

The preservation and celebration of heritage, in ways that respect the communities behind them, is a key strategic issue. We have boosted our ability to deliver here with the naming of a hub for our Preservation and Conservation (PAC) Centres, at the University of Cape Town, South Africa. This will strengthen the PAC network, and so the offer of support and expertise across our field.

While formal celebrations will only start in August 2026, preparations for our centenary picked up speed through 2025, starting with a consultation into expectations and experiences of similar major moments. At our Congress in Astana, a dedicated session also provided further inspiration, alongside that generated through many conversations and other inputs from Members and volunteers globally.

In 2026, in addition to launching IFLA100, we will invest in a major upgrade of our system for managing membership and our wider contacts, which will mean a smoother experience, and new possibilities to support the building of connections and communities around the world. You will also hear much more about our sustainability journey as we reach out to seek your ideas and perspectives.



Workshop hosted by MENA Regional Office in Doha

About IFLA

IFLA – the global voice of the library and information profession

IFLA is an independent, international, non-governmental, not-for-profit, public benefit organisation which advances the interests of library and information associations, libraries and information services, librarians and the communities they serve throughout the world. Formed in 1927, the Federation has its headquarters in The Hague, Netherlands.

We represent the brightest minds of the library and information profession, **with an active community of over 1600 Members** – leading institutions and players in the library field – **in over 150 countries** around the world, as well as dynamic volunteer networks.

Together with our Members and volunteers, we work to set the professional agenda and develop standards for library services and improve access to information and cultural heritage resources.

We are the global voice for libraries, with well-established relations with the United Nations and other international organisations, working to build understanding of and support for library and information services around the world.

We work actively to build partnerships with organisations and actors who share our goals, mobilising the unique strengths of IFLA and libraries globally to deliver real change in communities.



Our Vision

SUSTAINABLE FUTURES FOR ALL THROUGH KNOWLEDGE AND INFORMATION



Core Values

In pursuing our Vision and Mission, IFLA seeks to demonstrate the following core values:

The endorsement of the principles of **freedom of access to information, ideas and works of imagination and freedom of expression** embodied in Article 19 of the Universal Declaration of Human Rights

The belief that people, communities and organizations need **universal and equitable access to information, ideas and works of imagination** for their social, educational, cultural, democratic and economic well-being

The conviction that delivery of high **quality library and information services** help guarantee that access

The commitment to **promote and value diversity and inclusion**, notably as regards age, citizenship, disability, ethnicity, gender-identity, geographical location, language, political philosophy, race, religious beliefs, sex, sexual orientation or socioeconomic status, and actively pursue relevant policies and practices

Our People



**Governing Board
2023-2025**

IFLA Governing Board (GB) Members from left to right, top to bottom: Jaap Naber, Sharon Memis, Alejandro Lorenzo César Santa, Loida Garcia-Febo, Dilara Begum, Te Paea Paringatai, Silvia Stasselová, Kirsten Boelt, Leslie Weir, Nthabiseng Kotsokoane, Vicki McDonald.
Not present in the photo: Stuart Hamilton

**Governing Board
2025-2027**



IFLA Governing Board (GB) Members from left to right: Anya Feltreuter, Jan Richards, Ertugrul Çimen, Julia Konopka-Żolnierczuk, Athena Salaba, Lisa Hinchliffe, Leslie Weir, Te Paea Paringatai, Stuart Hamilton, Silvia Stasselová.
Not present in the photo: Loida Garcia-Febo.

Governing Board 2023-2025

Vicki McDonald, Australia (President)

Leslie Weir, Canada (President-elect)

Stuart Hamilton, Ireland (Acting Treasurer)

Dilara Begum, Bangladesh (Member at Large)

Kirsten Boelt, Denmark (Member at Large)

Loida Garcia-Febo, United States of America (Chair, MLAS)

Nthabiseng Kotsokoane, South Africa (Member at Large)

Te Paea Paringatai, Aotearoa [New Zealand] (Chair, Professional Council)

Alejandro Lorenzo César Santa, Argentina (Chair, Regional Council)

Silvia Stasselová, Slovakia (Member at Large)

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Secretary: Sharon Memis,
IFLA Secretary General

IFLA Parliamentarian: Martyn Wade

Governing Board 2025-2027

Leslie Weir, Canada (President)

Te Paea Paringatai, Aotearoa [New Zealand] (President-elect)

Stuart Hamilton, Ireland (Treasurer)

Anya Feltreuter, Sweden (Member at Large)

Lisa Hinchliffe, United States of America, (Member at Large)

Julia Konopka-Żołnierczuk, Poland (Member at Large)

Jan Richards, Australia (Member at Large)

Silvia Stasselová, Slovakia (Member at Large)

Athena Salaba, United States of America (Chair, Professional Council)

Ertugrul Çimen, Türkiye (Chair, Regional Council)

Loida Garcia-Febo, United States of America (Chair, MLAS)

.....

Secretary: Sharon Memis,
IFLA Secretary General

IFLA Parliamentarian: Martyn Wade

IFLA Headquarters Staff 2025

Sharon Memis
Secretary General

Alena Akimova
Knowledge Rights 21 Programme
Management Officer

Farah Almazouni
Communications Officer

Cristina Baró Miró
Communications Officer

Maria de Brasdefer
Policy and Advocacy Officer

Iva Breulj
Programme Management Assistant
(until September)

Robin Chan
Membership Data and Outreach
Assistant

Esther Doria
Executive Assistant to Secretary
General and Governance Officer

Anne Korhonen
Finance and Operations Assistant

Helen Mandl
Deputy Secretary General

Claire McGuire
Policy and Advocacy Manager

Kristīne Pabērza Ramiresa
Impact and Insight Manager

Lidia Putziger
Operations Manager

Louis Takács
Communications Manager

Aarón Tallón
Metadata and Content Management
Specialist Officer

Vesna Vuksan
Community Building Manager

Leon Versluijs
Finance Director

Stephen Wyber
External Affairs Director

Alain Zayan
Conference and Events Manager

**In addition to our staff, consultants
provide specific project support
including with our Members and
Volunteers.**



A glimpse of our IFLA staff in action this year —just a small part of the incredible work happening across the entire team.



Professional Structure

IFLA's Professional Sections and Special Interest Groups (SIGs) represent global expertise across sectors, services and lead in the emerging trends of the library and information field. Whether it be policy, guidelines, best practices or other forms of professional development from academic libraries to association management, IFLA's Professional Units are the field's go-to global library and information resource and community of practice.

With the transition of our volunteer base through our biennial elections in 2025, outgoing volunteers handed over the reins to friends and colleagues to progress work and develop solutions for their part of the LIS sector and the field as a whole.

2023-2025

Professional Council Chair	Te Paea Paringatai, Aotearoa (New Zealand)	Division E Chair	Russell S. Lynch, United States of America
Vice-Chair & Division A Chair	Marian Morgan Bindon, Australia	Division F Chair	Samira Zahra, Thailand
Division B Chair	Lisa Janicke Hinchliffe, United States of America	Division G Chair	Edmund Balnaves, Australia
Division C Chair	Karin Byström, Sweden	Division H Chair	Athena Salaba, United States of America
Division D Chair	Ann Okerson, United States of America		

2025-2027

Professional Council Chair	Athena Salaba, United States of America	Division E Chair	Samira Zahra, Thailand
Vice-Chair & Division A Chair	Jérôme Fronty, France	Division F Chair	Tuba Akbaytürk Çanak, Türkiye
Division B Chair	Vivian Lewis, Canada	Division G Chair	Leslie Street, United States of America
Division C Chair	Atlanta Meyer, Australia	Division H Chair	Albina Krymskaya, Russian Federation
Division D Chair	Maela Rakočević Uvodić, Croatia		



Regional Structure

IFLA has six Regional Division Committees, which work to strengthen the voice of regions within IFLA, and the reach of IFLA within regions: Asia-Oceania, Europe, Latin America and the Caribbean, Middle East and North Africa, North America, and Sub-Saharan Africa.

2023-2025

Regional Council Chair	Alejandro Lorenzo César Santa, Argentina
Asia-Oceania Regional Division Chair	Lin Li Soh, Singapore
Europe Regional Division Chair	Ertugrul Çimen, Türkiye
Latin America and the Caribbean Regional Division Chair	Jeannette Lebrón Ramos, Puerto Rico
Middle East and North Africa Regional Division Chair	Saif AlJabri, Oman
North America Regional Division Chair	Diane Koen, Canada
Sub-Saharan Africa Regional Division Chair	Ayanda Lebele, Botswana

2025-2027

Regional Council Chair	Ertugrul Çimen, Türkiye
Asia-Oceania Regional Division Chair	Kim Taunga, New Zealand
Europe Regional Division Chair	Nick Boxem, Netherlands
Latin America and the Caribbean Regional Division Chair	Roxana Huaman Huriarte, Peru
Middle East and North Africa Regional Division Chair	Abeer Al Kuwari, Qatar
North America Regional Division Chair	Evviva Weinraub Lajoie, United States of America
Sub-Saharan Africa Regional Division Chair	Monica Mensah Danquah, Ghana



Ertugrul Çimen

IFLA's Advisory Committees

IFLA's Advisory Committees support the continuation of our advocacy and development goals in areas such as access to digital content, copyright limitations and exceptions, freedom of access to information, libraries and development, cultural heritage, and library standards. They focus, in particular, on cross-cutting issues, and have a key role both in raising awareness and coordination within the field, as well as in engaging with external partners and stakeholders. The Committees and their chairs are as follows:

2023-2025

Advisory Committee on Copyright and other Legal Matters

Chair: Melissa Levine

Advisory Committee on Cultural Heritage

Chair: Helen Vincent

Advisory Committee on Freedom of Access to Information and Freedom of Expression

Chair: Jonathan Hernandez-Perez

Advisory Committee on Open Science and Scholarship

Chair: Fiona Bradley

Advisory Committee on Standards

Chair: Victoria Owen

2025-2027

Advisory Committee on Copyright and other Legal Matters

Chair: Jamal Al Salmi

Advisory Committee on Cultural Heritage

Chair: Victoria Owen

Advisory Committee on Ethics

Chair: Ellen Tise

Advisory Committee on Freedom of Access to Information and Freedom of Expression

Chair: Jonathan Hernandez-Perez

Advisory Committee on Open Science and Scholarship

Chair: Fiona Bradley

Advisory Committee on Standards

Chair: Marian Morgan-Bindon

Regional Offices

Four Regional Offices in South Africa, Singapore, and Argentina all work with their relevant committees, as well as providing wider support to IFLA membership.

AFRICA

Lindy Nhlapo

Regional Manager
University of South Africa, Pretoria

ASIA & OCEANIA

Michelle Lau

Deputy Director
Partnership Division, National
Library Board Singapore

LATIN AMERICA & THE CARIBBEAN

Isela María Mo Amavet

Regional Manager
Library of the National Congress,
Argentina

MIDDLE EAST AND NORTH AFRICA

Eiman Saleh Alshamari

Head of Young Adults' Library
Qatar National Library, Qatar

Language Centres

IFLA has three Language Centres whose role is to contribute to more effective communication within the relevant language communities and with the IFLA bodies involved. These activities include the publication and/or translation of newsletters, key IFLA documents, guidelines, press releases, and Congress papers. Our Spanish Centre is co-located with our Regional Office for Latin America and the Caribbean at the Library of Congress of Argentina.

Dina Youssef

Director IFLA Centre for
Arabic Speaking Libraries
(IFLA-CASL)
Bibliotheca Alexandrina,
Egypt

Khaled Fouad

IFLA-CASL Coordinator
Bibliotheca Alexandrina,
Egypt

ARABIC

Zhang Xu

Director
International Cooperation
Division, National Library
of China, Beijing

Hao Jinmin

Program Officer
International Cooperation
Division, National Library
of China, Beijing

CHINESE

Papa Arona Ndiaye

Director, Language Centre
for French (in Africa)
Central Library
Cheikh Anta Diop
University, Senegal

Mandiaye Ndiaye

Assistant, Language
Centre for French (in
Africa) Central Library
Cheikh Anta Diop
University, Senegal

FRENCH (IN AFRICA)

Relations with other bodies

We have established good working relations with a variety of other bodies with similar interests, providing an opportunity for a regular exchange of information and views on issues of mutual concern. We have Formal Associate Relations with UNESCO, observer status with the United Nations, associate status with the International Science Council (ISC) and observer status with the World Intellectual Property Organization (WIPO), the International Organization for Standardization (ISO) and the World Trade Organization (WTO).

In turn, we have strong ongoing connections with a number of non-governmental organisations operating in related fields, including the International Publishers Association (IPA), International Council on Archives (ICA), International Council on Museums (ICOM) and others. We are also a founding member of the Blue Shield and hold a permanent position on its International Board.



Honours and Awards

IFLA's Honours and Awards recognise those who have given significant service and made distinguished contributions to the profession.

IFLA Medal

Hella Klauser

For her distinguished contribution to IFLA fostering international cooperation among library associations, mentoring young librarians and enhancing international relations for libraries.



Hella Klauser

IFLA Scroll of Appreciation

National Committee of the IFLA World Library and Information Congress 89th IFLA General Conference

Irzhanova Gulzhan, Chair of the National Committee of Kazakhstan, received the award.

Jayshree Mamtara

For her distinguished contribution to enhancing awareness of IFLA and its activities particularly throughout the Asia-Oceania region. She has spearheaded the increase in diversity within IFLA's committees, mentoring colleagues to become leaders and advocates for the region.

Jan Richards

For her distinguished contribution and leadership within IFLA, affecting change in public library services around the world. Her positive spirit and encouragement of colleagues have inspired impactful improvements to services provided to communities.



Irzhanova Gulzhan

Jayshree Mamtara



Jan Richards



Professional Awards

Dynamic Unit and Impact Awards

The Professional Council launched the Dynamic Unit and Impact Awards to recognise those Professional structure committees who have excelled in putting Dynamic Unit goals into practice.

“

Warmest congratulations to the recipients of the 2025 Dynamic Unit and Impact Awards. Your achievements reflect the very best of IFLA – leadership, collaboration, and a shared commitment to equity, access, and the transformative power of libraries. To our winners and nominees alike – thank you for inspiring us all and showing what’s possible when passion meets purpose.”

— *Te Paea Paringatai, IFLA 2023-2025 Professional Council Chair*

Four IFLA Professional Units were awarded this year:

Dynamic Unit and Impact Award for Overall Achievement Equitable & Accessible Library Services Section (EALS)

EALS outstanding work has set a new benchmark in inclusive library services. This past year, the Unit led a thoughtful and impactful name change—demonstrating the importance of language, identity, and removing barriers to access. The updated Terms of Reference followed, reflecting their renewed mission.

Dynamic Unit and Impact Award for Member Engagement & Leadership Development

Library and Research Services for Parliaments Section (IFLA PARL)

“

On behalf of all of Division D colleagues, I’m sending congratulations to EALS for earning this significant Professional Award. In keeping with their new name, this committee has elevated the concepts of equitability and accessibility through engaging all its members in publishing three exceptional sets of relevant guidelines. They collaborated with many other IFLA committees and external IFLA partners to enrich content and then to create a vigorous agenda for promulgating the guidelines in numerous venues. The EALS overall communications strategy has been wide-ranging and inclusive, encompassing its section members, the IFLA website, newsletters, and social media. We cheer our colleagues on as they go from strength to strength.”

— *Ann Okerson, IFLA Professional Division D Committee Chair*

Throughout the year, IFLA PARL's impactful implementation and engagement in collaborative work has achieved great results. Between August 2024 and May 2025, the Section led major initiatives, including a successful annual conference in Madrid, contributions to global conversations on AI, and the launch of "The IFLA PARL Donna Scheeder Webinar Series." IFLA PARL strengthened international collaboration, supported key projects in Malaysia and Australia, and advanced its communications strategy.



"The Library and Research Services for Parliaments Section is a quintessential model of engaging members and developing leadership. The impact of its systematic and inclusive approach to establishing working groups for each of its Action Plan items is evident in the section's successful achievements of an ambitious set of activities and in its active membership representing almost all regions of the world: North and South America, Europe, Africa, and Asia. IFLA PARL members also stepped into leadership roles within Division B, including organizing the Division's program at WLIC 2025. From the current foundations and best practices, IFLA PARL is poised to continue to strengthen its impact in the field and in IFLA itself."

— Lisa Hinchliffe, IFLA Professional Division B Committee Chair

Dynamic Unit and Impact Award for Quality & Impact of Work New Professionals Special Interest Group (NPSIG)

NPSIG champions new professionals in the library field. Their vibrant flashmobs and IFLA Camps at WLIC have celebrated reading and gathering as global connectors. The committee also hosted collaborative webinars with ALA, ASIS&T, and student groups, providing early-career professionals with essential skills and global visibility. Their commitment to inclusion, mentorship, and empowerment embodies the DUIA spirit.



NPSIG continues to deliver a wide range of engaging activities with new professionals. Their numerous physical and online activities are easily accessible and invite global involvement and participation. It is fantastic to see how NPSIG creates real impact when it comes to supporting early-career professionals and how they act as a first contact in engaging more volunteers with IFLA. NPSIG volunteers also collaborate broadly within IFLA, supporting other units' activities to reach a wider audience of library and information professionals."

— Karin Byström, IFLA Professional Division C Committee Chair

Dynamic Unit and Impact Award for Effective Communication Environment, Sustainability & Libraries Section (ENSULIB)

In 2025, ENSULIB made outstanding contributions to advancing green and sustainable library practices. In the past year, ENSULIB managed its 2025 Green Library Award, submitted a draft for the first global Guidelines for Green Libraries, and initiated a book project on Education for Sustainable Development.



ENSULIB has consistently demonstrated exemplary collaborative communication, setting a high standard for international cooperation within the library and information science community. Through clear coordination, collaboration with other units and inclusive engagement, ENSULIB continues to build a dynamic and productive communication strategy that empowers its members and amplifies their collective impact in advancing shared goals around sustainability and environmental responsibility."

— Edmund Balnaves, IFLA Professional Division G Committee Chair

Treasurer's Statement

Activities 2025

In 2025, IFLA continued to build on its strong foundation of delivery, supported by our volunteer network, Headquarters team, and global community. The year marked an important phase in IFLA's transition toward a more diversified and sustainable financial model, recognising the approaching end of regular Gates Foundation funding and the need to establish a broader base of long-term partners.

A major focus throughout the year was financial sustainability, with both the Governing Board and Headquarters undertaking targeted actions to secure IFLA's future. This included strengthening project delivery, embedding monitoring and evaluation practices, enhancing community mobilisation, and investing in operational systems. These efforts reflect the Federation's commitment to remaining effective, accountable, and globally relevant.

2025 also saw significant developments in project-funded work. The Knowledge Rights 21 (KR21) programme successfully completed the first year of its second phase, receiving positive evaluations from its funder, Arcadia, and approval for the 2026 funding tranche. In parallel, IFLA advanced several major externally funded initiatives, including the EU-supported Intellectual Property for Open Science project and the Gulbenkian funded Media and Information Literacy for Societal Resilience programme.

The successful restructuring of the financial relationship with Stichting IFLA Global Libraries (SIGL) was another important achievement. Following legal proceedings and a favourable judgement for IFLA, a new multi year funding model was agreed for 2025–2027, replacing the former Joint Account Agreement (JAA) with annual lump sum grants.

At the organisational level, the year saw continued investment in improving volunteer support, refining governance processes, and preparing for the 2025–27 Governing Board term. Work also intensified around membership value, regional structures, and strategic business development, reflecting IFLA's commitment to long-term resilience.

Results 2025

As in 2024, IFLA is presenting consolidated accounts for 2025, offering a simpler and more transparent overview. These accounts clearly highlight the financial performance across different areas and their impact on overall results. The 2025 Statement of Income and Expenditure provides a detailed comparison of budgeted versus actual income and expenditure.

The approved 2025 budget projected total income of €3,905,018 and an expected positive result of €24,801. The financial outcome for 2025 ultimately aligned closely with the approved budget. Despite major shifts in funding flows — including the integration of KR21 income and the implementation of the new SIGL funding model — IFLA ended the year with an overall break-even result.

Income

Total recognised income for 2025 was €4,404,823, an increase of more than €1.2 million compared to 2024. This rise was driven primarily by:

- €964,461 in KR21 programme income now fully administered within IFLA's accounts (previously administered through Stichting IFLA Foundation).
- An increase of €700,000 in funding received from SIGL under the new annual grant model.

Income from memberships remained broadly stable at €824,321, despite a 2% fee increase.

A total of €3,000,000 was received from SIGL, of which €778,501 remained unspent at year end and is carried forward as restricted liabilities according to grant conditions.

Expenditure

Total expenditure in 2025 amounted to €4,343,295, up from €3,258,227 in 2024. This increase reflects:

- €1,233,374 in project expenses, including KR21 and Gates related activities now fully recognised in IFLA's accounts.
- Increased staff costs (+€439,000), driven by pension adjustments, a retroactive charge for 2024 of the sickness insurance costs, provisions for accrued leave, and costs previously funded by the IAP grant.
- A decrease of €94,000 in legal expenses compared to 2024.

General Reserves

As of 31 December 2025, IFLA's general reserves stood at €1,598,030. While IFLA received significant grant funding during the year, unspent portions remain restricted and recorded as liabilities.

Conclusion

2025 represented a pivotal year in preparing IFLA for long-term sustainability. The revised funding model agreed with SIGL provides a clearer and more stable basis for the coming years, while the successful continuation of KR21 and expansion of externally funded projects demonstrate IFLA's strong reputation among partners.

As the Federation looks toward its centenary in 2027, the foundations laid in 2025, position IFLA to advance its mission and support the global library field with confidence. With a committed Headquarters team, active volunteer network, and broadening partnerships, IFLA enters 2026 well placed to build on these achievements and pursue sustainable futures for all through knowledge and information.



Stuart Hamilton
IFLA Treasurer



General Assembly during IFLA WLIC 2025

Our Partners

IFLA gratefully acknowledges the valuable contribution by these institutions and organisations that have enabled us to continue our strategic and regional activities and development projects in 2025.

Koninklijke Bibliotheek, The Netherlands
Host of IFLA HQ

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Host of IFLA Africa regional office

National Library Board, Singapore
Host of IFLA Asia and Oceania regional office

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Gates Foundation
via Stichting IFLA Global Libraries

Arcadia Fund

Gold Leaf

Special thanks

IFLA is grateful to the **Arcadia Fund** for its ongoing support for the Knowledge Rights 21 Programme, in which IFLA plays a central role. This enables the creation of materials that support advocacy for copyright reform globally, as well as enabling increased capacity for organisation and action in Europe.

IFLA is grateful to the **Gates Foundation** (via Stichting IFLA Global Libraries) for its support in 2025, which enabled activities across all our work areas.

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Prins Willem-Alexanderhof 5
2595 BE Den Haag, Nederland
+31 70 3140884
ifla@ifla.org

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