



NATIONAL LIBRARY OF NIGERIA

STRATEGY 2025 - 2030

Transforming Access • Preserving Heritage • Advancing knowledge



NATIONAL LIBRARY OF NIGERIA

STRATEGY



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FOREWORD

It is with great pride and optimism that I present the 2025-2030 Strategy for the National Library of Nigeria (NLN). As the apex library of our nation, the NLN has been a beacon of knowledge, cultural preservation, and literacy for six decades standing as a vital pillar in the Nigeria's education and development journey. This Strategy charts a bold course for the future, envisioning the NLN as Africa's leading digital knowledge hub and critical driver of our nation's knowledge economy.

In today's rapidly evolving world where technology continues to redefine access to information and education, libraries must adapt and innovate to remain relevant and impactful. The NLN is poised to lead this transformation in Nigeria, embracing digital platforms, artificial intelligence, and virtual reality to create seamless access to knowledge for all Nigerians. This plan reflects our collective commitment to ensuring that the NLN not only preserve the rich cultural heritage of our past but also inspires a brighter, knowledge-driven future.

At the heart of this strategy lies a recognition of the critical role libraries plays in national development. By fostering a culture of literacy, lifelong learning, and inclusion, the NLN will empower individuals, strengthen communities and contribute significantly to Nigeria's economic and social progress. The ambitious initiatives outlined in this plan – ranging from the digitalization of cultural heritage to the rollout of the National Virtual Library Platform – are designed to ensure that no one is left behind in our pursuit of educational equity and excellence.

Achieving the goals of this strategy will require the collaborative efforts of all stakeholders, including government, private sector partners, international organizations, and the Nigerian people. I call on everyone to support the NLN in its mission to bridge the knowledge gap, promote literacy, and preserve the cultural identity that makes Nigeria unique.

As we embark on this transformative journey, I commend the leadership of the National Library of Nigeria for its vision and dedication.

Together, we can ensure that the National Library of Nigeria remains a cornerstone of our nation's progress for generations to come

Dr. Tunji Alausa

Honourable Minister of Education

Federal Republic of Nigeria

PREFACE

The **2025-2030** strategy is a succession to the 2019-2024, being an outcome from contributions from a team of cerebral stakeholders knitted from members of staff and consultant.

The strategy is crafted to enable the putting in place and setting in motion mechanism to break away the paradigm and propel us to the attainment of the new National Library of Nigeria.

2025-2030 Strategy represents a pivotal milestone in the institution's 60-year journey of fostering literacy, education, research, cultural preservation, and access to knowledge. As the apex library of the nation, the National Library of Nigeria (NLN) has consistently championed education, innovation, and inclusion, cementing its role as a cornerstone of national development.

This strategy boldly envisioned the NLN as Africa's foremost knowledge hub, leveraging cutting-edge technologies to bridge gaps in education, promote lifelong learning, and celebrate Nigeria's culture heritage. It exploits the complexity of a rapidly evolving digital landscape to strengthen the library's commitment to ensuring equitable access to resources for all citizens.

The plan articulates key strategic objectives, including digital transformation, cultural preservation, literacy education and research promotion, sustainability and capacity building. From launching the National Virtual Library Platform to digitizing Nigeria's rich cultural heritage, this road map exemplifies a forward-thinking approach that aligns with both national priorities and global development frameworks, including the UN Sustainable Development Goals.

Crucially, the success of this vision relies on robust partnerships with government, private sector entities, international organizations, and the Nigerian public. By fostering collaborative efforts, the NLN aims to create a resilient and inclusive knowledge ecosystem that empowers individuals, strengthens communities and drives national progress.

This document is both a guide and a call to action—one that invites all stakeholders to contribute to a brighter, knowledge-driven future for Nigeria. Let it inspire us to build a legacy of intellectual and cultural excellence for generations to come.



Prof Chinwe Veronica Anunobi
National Librarian /CEO
2024.

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1. EXECUTIVE SUMMARY

The **Executive Summary** of the National Library of Nigeria's (NLN) 2025-2030 strategy provides an overview of the vision, priorities and objectives that will guide the institution's journey towards becoming Africa's leading knowledge hub. It encapsulates the challenges, opportunities and transformational initiatives that align with Nigeria's national development goals and global trends in education, literacy, and technology.

1.1 Vision

Africa's leading knowledge hub, fostering innovation, inclusion and lifelong learning



1.2 Mission

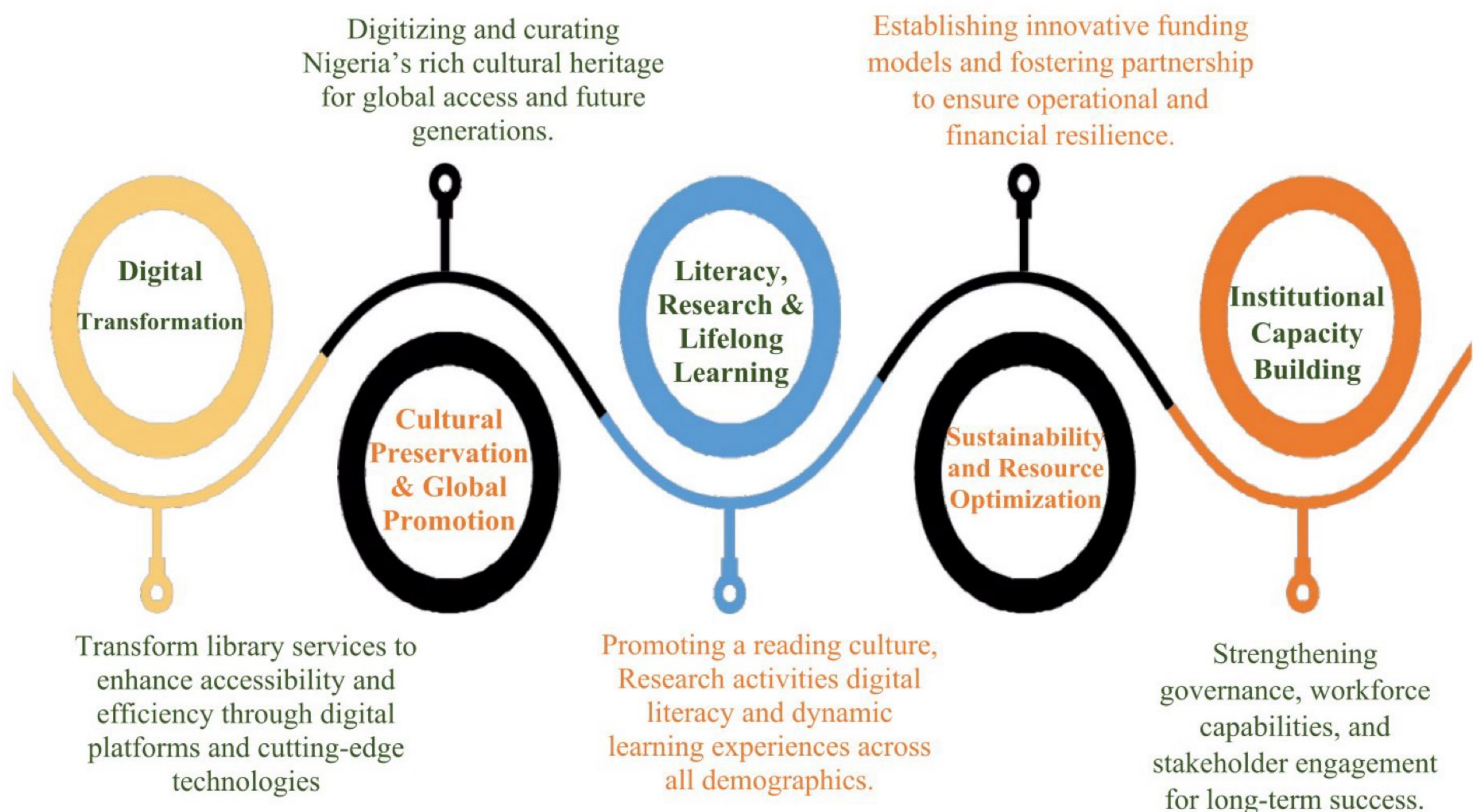
To Empower Nigeria's knowledge economy by providing access to digital and physical resources, cutting-edge technologies, and dynamic learning environment for research, education, and cultural development

Strategic Context

The National Library of Nigeria stands at a pivotal moment in its 60-year history. As traditional libraries evolve into digital ecosystems, the NLN is poised to redefine its role in shaping Nigeria’s knowledge economy. This strategy builds on the NLN’s legacy while addressing challenges such as limited access to resources, insufficient funding, and evolving stakeholder needs.

By leveraging digital transformation, fostering strategic partnerships, and promoting a culture of literacy, the NLN aims to bridge gaps in education, preserve Nigeria’s cultural heritage, and ensure inclusivity in knowledge dissemination.

Strategic Objectives



Key initiatives

- 1. National Virtual Library Rollout:** Expanding digital access to knowledge through a robust virtual library platform.
- 2. Literary Campaigns:** Promoting literacy through national and regional programs.

3. **Cultural Heritage Preservation Project:** Processing and digitizing Nigeria's cultural and historical heritage.
4. **EdTech and Literacy Partnerships:** Collaborating with private and public sectors to deliver cutting –edge educational tools and literacy programs.
5. **Sustainable Funding Programs:** Implementing revenue-generating services and securing grants to diversify funding sources.

Expected Outcome

- **Enhanced Accessibility:** Increased access to knowledge resources for Nigerians in both urban and rural areas.
- **Global Recognition:** Establishment of the NLN as a digital knowledge leader in Africa.
- **Cultural legacy:** A robust digital archive of Nigeria's heritage, accessible globally.
- **Youth Empowerment:** Improved literacy rates and active engagement of young Nigerians in lifelong learning initiatives.
- **Sustainability:** A financially and operationally resilient library system supporting Nigeria's knowledge economy

Conclusion

The NLN invites stakeholders –including government agencies, private sector partners, and the public—to join this transformative journey. Together, we can build a knowledge-driven Nigeria where every citizen has the tools to learn, innovative, and thrive.

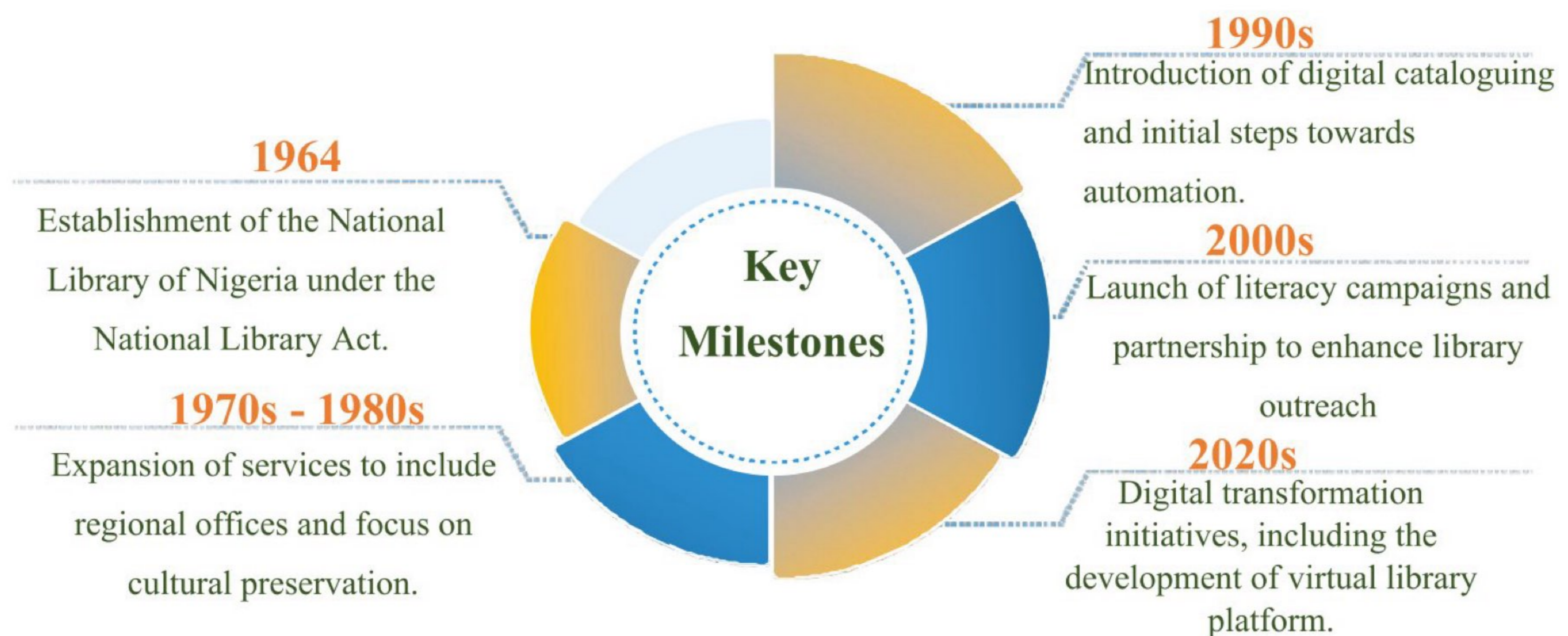
This strategy is a bold step towards unlocking Nigeria's intellectual potentials and ensuring that the National Library remains a cornerstone of national development for generations to come.

2. Organizational Overview

The **National Library of Nigeria (NLN)** has served as the custodian of Nigeria's intellectual and cultural heritage of six decades. Established in 1964, the NLN is the apex library of the nation, tasked with promoting literacy, preserving Nigeria's cultural identity and providing access to knowledge resources for all citizens. As it marks its 60th anniversary, the NLN stands at the crossroads of traditions and transformation, poised to redefine its role in a digital knowledge driven economy.

2.1 Brief History and Milestone

The National Library of Nigeria was established by an Act of Parliament in 1964, to support education, research and national development through the provision of comprehensive library services. Over the years, it has grown from a traditional repository of physical books and materials to a multifaceted institution that embraces digital transformation and community engagement



2.2 Core Functions

The NLN plays a vital role in shaping Nigeria's intellectual and cultural landscape. Its core functions include:

1. Knowledge Preservation

- Serving as a depository of all published works in Nigeria, ensuring the preservation of intellectual and cultural output for future generations.

- Processing and digitizing heritage materials, including indigenous manuscripts, oral histories, monographs, serials, audio-visuals and artifacts

2. Literacy Promotion

- Driving literacy and lifelong learning through nationwide campaigns and community programs.
- Supporting formal and informal education by providing resources for students, researchers, and general public.

3. Information Access:

- Offering access to an extensive collection of physical and digital resources including books, journals, and archival materials.
- Facilitating equitable access to knowledge for underserved and rural communities.

4. Cultural Engagement:

- Promoting Nigeria's rich cultural heritage through exhibitions, storytelling programs, and public events.
- Collaborating with cultural institutions and organizations to celebrate Nigeria's identity on a global stage.

5. Policy Development:

- Advising the government on library and information services policy.
- Supporting Nigeria's education and cultural sectors by contributing to national development goals.

2.3 Organizational Structure and Governance

The NLN operates under the oversight of the **Federal Ministry of Education**, ensuring alignment with national priorities in education and literacy.

Key components:

- **National Librarian/ CEO:** Provides strategic leadership and oversees the implementation of the NLN's vision, mission and goals.
- **Directorates:**
 - Technical services: Manages collections, cataloguing, and preservation.
 - Public services: Oversees outreach programs, literacy campaigns and user engagement.

- Digital Services: Develops and maintains digital platforms and resources.
- Finance and Administration: ensures operational efficiency and financial sustainability
- **Regional Offices:** Extends NLN's reach through branches in various states, promoting regional access to library services.

2.4 Key Stakeholders

The success of the NLN relies on collaboration with a diverse array of stakeholders:

1. Government Agencies:

- Federal Ministry of Education: provides policy guidance and funding.
- National commission for museum and monuments: Partners on cultural preservation initiatives.
- National Commission for Mass Literacy: Partners on literacy development of adults and out of school people.

2. Educational Institutions:

- Universities, colleges, and schools rely on NLN resources to support academic research, teaching and learning.

3. Private Sector:

- Technology companies, publishers, and philanthropic organizations contribute to digital transformation and funding

4. International Organizations:

- Partnership with UNESCO, IFLA, AFLIA, and other global bodies to enhance NLN mission, capacity and global reach.

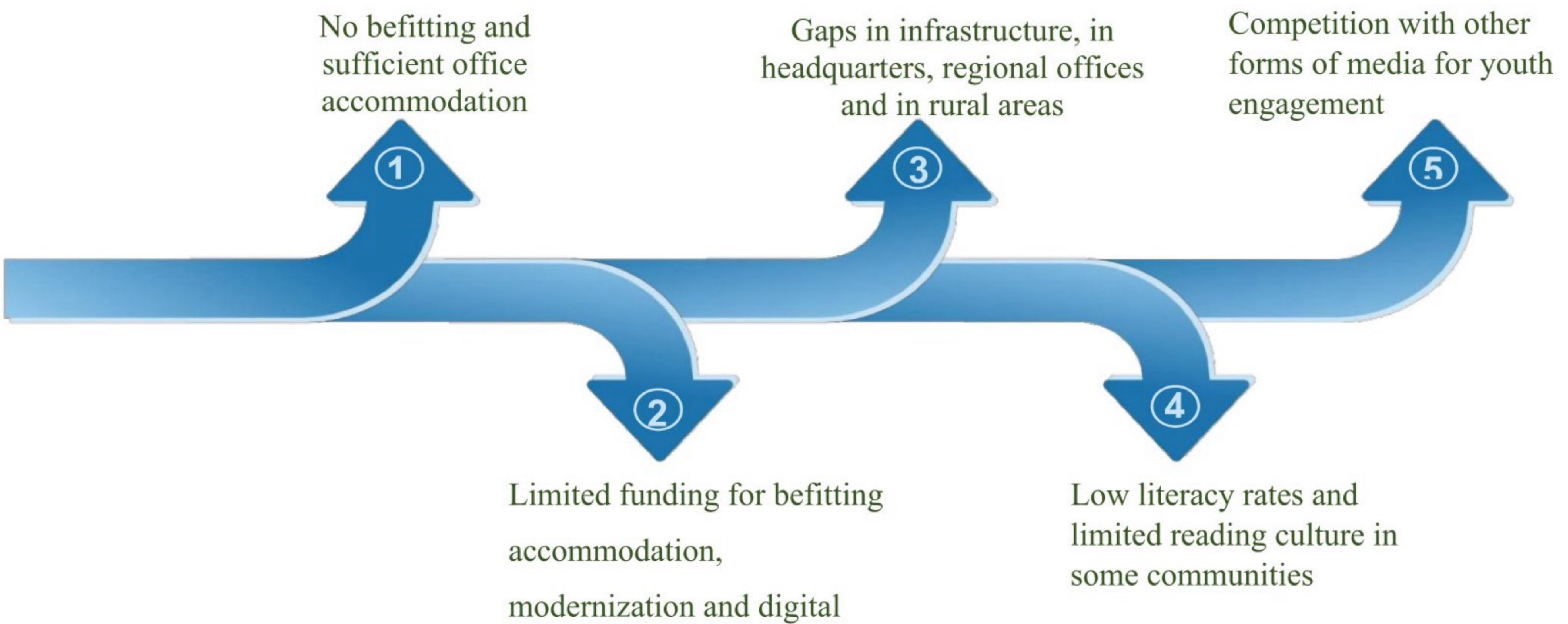
5. General Public:

- Students, researchers and communities benefit from NLN's resources and programs, fostering a culture of learning and literacy.

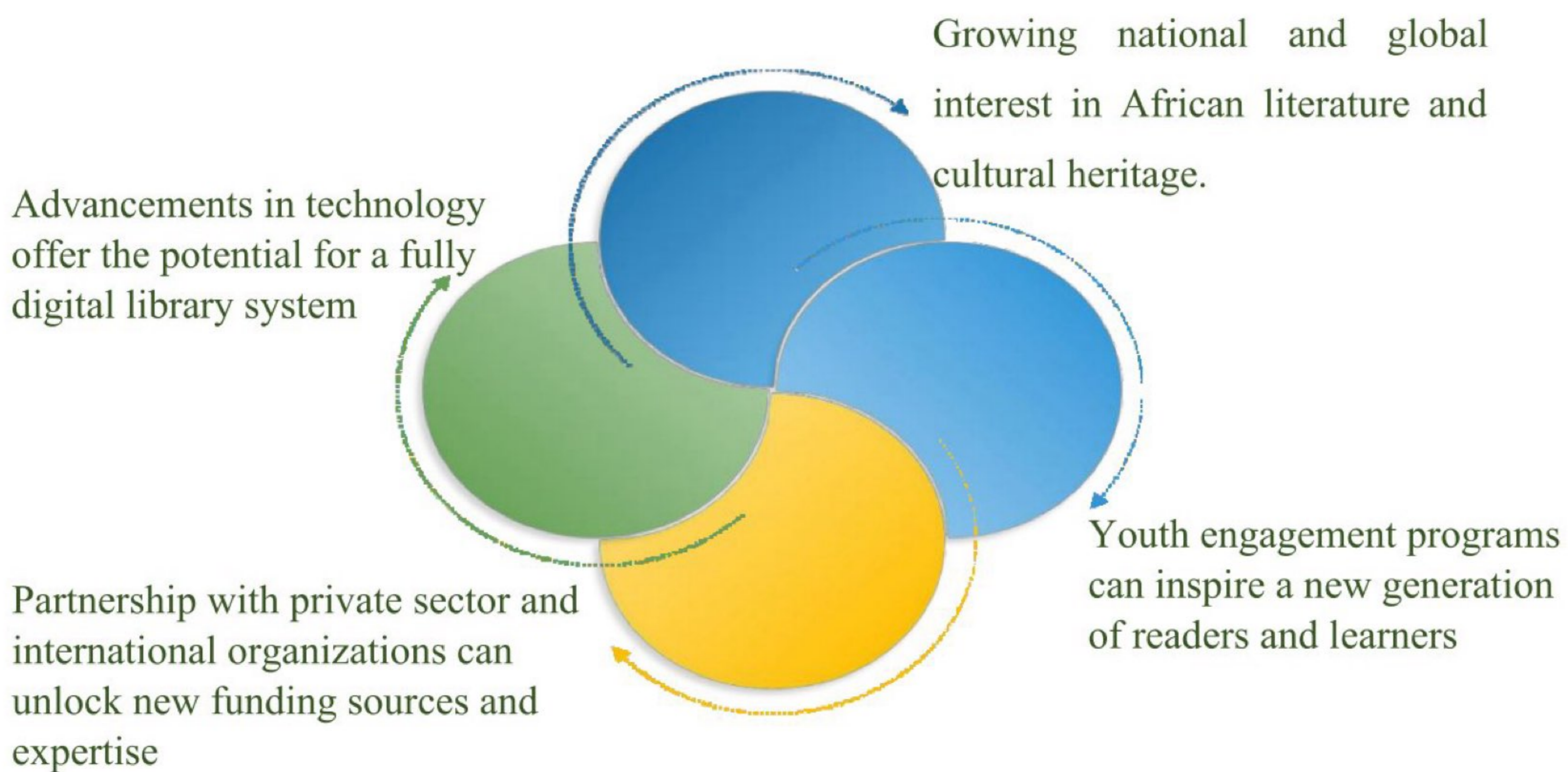
2.5 Current Challenges and Opportunities

While the NLN has made a significant progress, it faces challenges that must be addressed to fulfil its vision.

Challenges:



Opportunities:

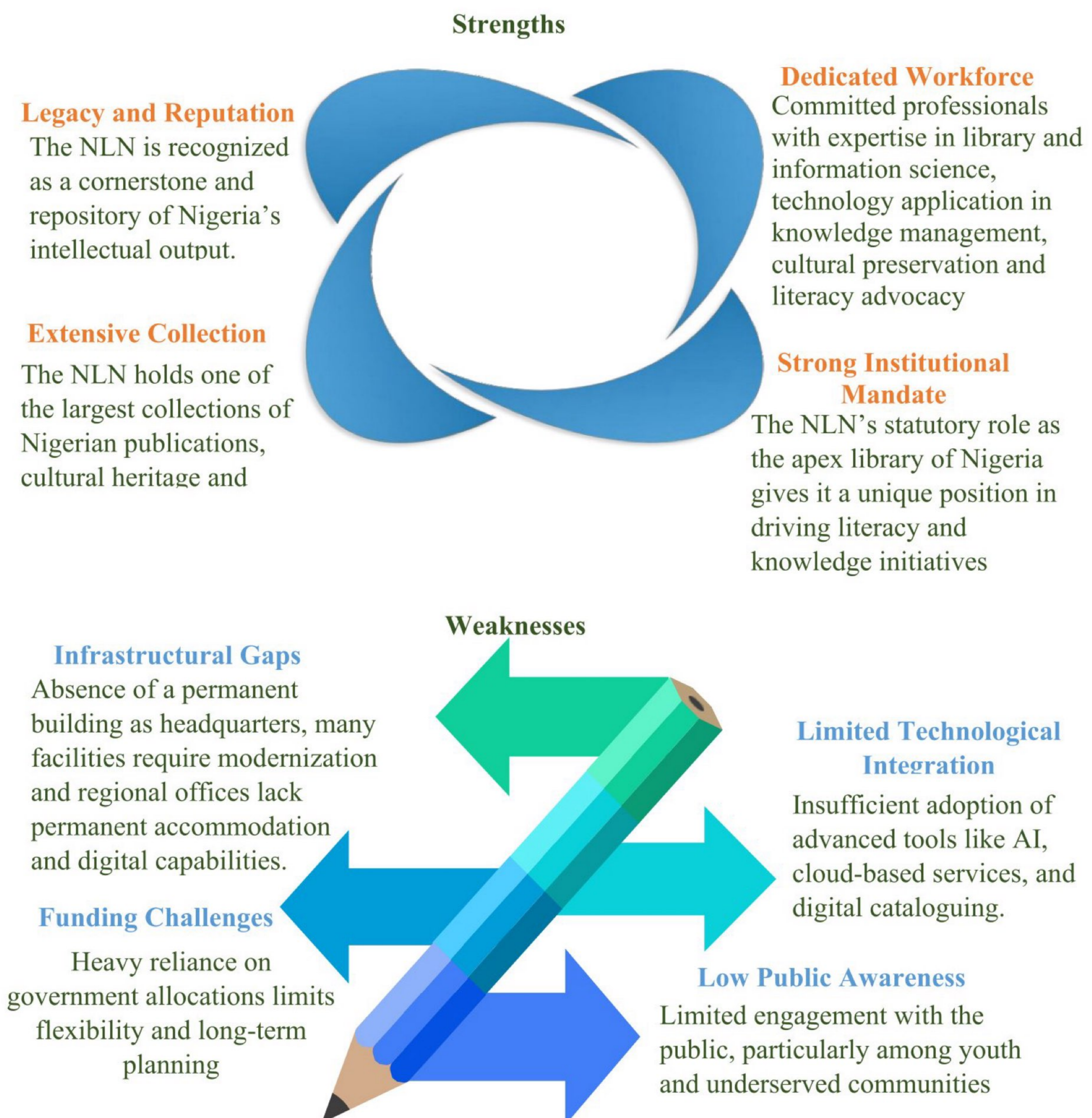


3. Strategic Context

The **Strategic Context** provides an in-depth understanding of the internal and external environment in which the National Library of Nigeria (NLN) operates. The analysis identifies key factors influencing the organisation’s operations and informs the strategic priorities set for 2025-2030.

3.1 Internal Analysis

The NLN’s internal strength and weaknesses affects its ability to achieve its vision and mission



3.2 External Analysis

Understanding the external environment is critical for aligning NLN's strategy with broader national and global trends:

Opportunities

- **Advancement in Technology:**
 - Digital tools like AI, VR/AR, and blockchain offers opportunities to transform library services.
 - Increased smartphone penetration creates a growing market for digital access to knowledge.
- **Rising Demand for Digital Literacy:**
 - The growing emphasis on digital skills in the workforce aligns with NLN's mission to provide learning resources.
- **Cultural Renaissance:**
 - A renewed interest in African literature and heritage globally presents opportunities for collaboration and cultural promotion.
- **Global Partnership:**
 - Organizations like UNESCO, IFLA and AFLIA offer support for cultural preservation and literacy initiatives.
- **Youth Engagement:**
 - Programs that resonate with young audiences, encouraging creativity and innovation.

Threats

- **Competing Media Platforms:** The rise of entertainment-driven platforms (e.g. streaming services, social media) challenges the appeal of traditional literacy programs.
- **Economic Constraints:** Limited national budgets may impact the NLN's ability to secure consistent funding.
- **Digital Divide:** Disparities in access to technology between urban and rural communities' hinder inclusivity.
- **Cultural Erosion:** Globalization and neglect of local languages and traditions threaten Nigeria's cultural heritage.

3.3 Stakeholder Analysis

Key stakeholders influence are impacted by the NLN's activities. Effective engagement with these group is critical to achieving the organizations objectives.

Stakeholders Groups

1. Government

- **Federal Ministry of Education:** Oversees policy alignment and funding
- **State and Local Government:** Facilitate regional library services.

2. Educational Institutions

- Schools, colleges and universities depends on NLN's resources for academic support.

3. Private Sector

- EdTech companies and corporate sponsors can provide funding and technological expertise.

4. International Organizations

- UNESCO, IFLA, AFLIA and other global bodies offer grants and technical assistance.

5. Communities

- Nigerian Library Association, students, educators and the general public are direct beneficiaries of NLN's services.

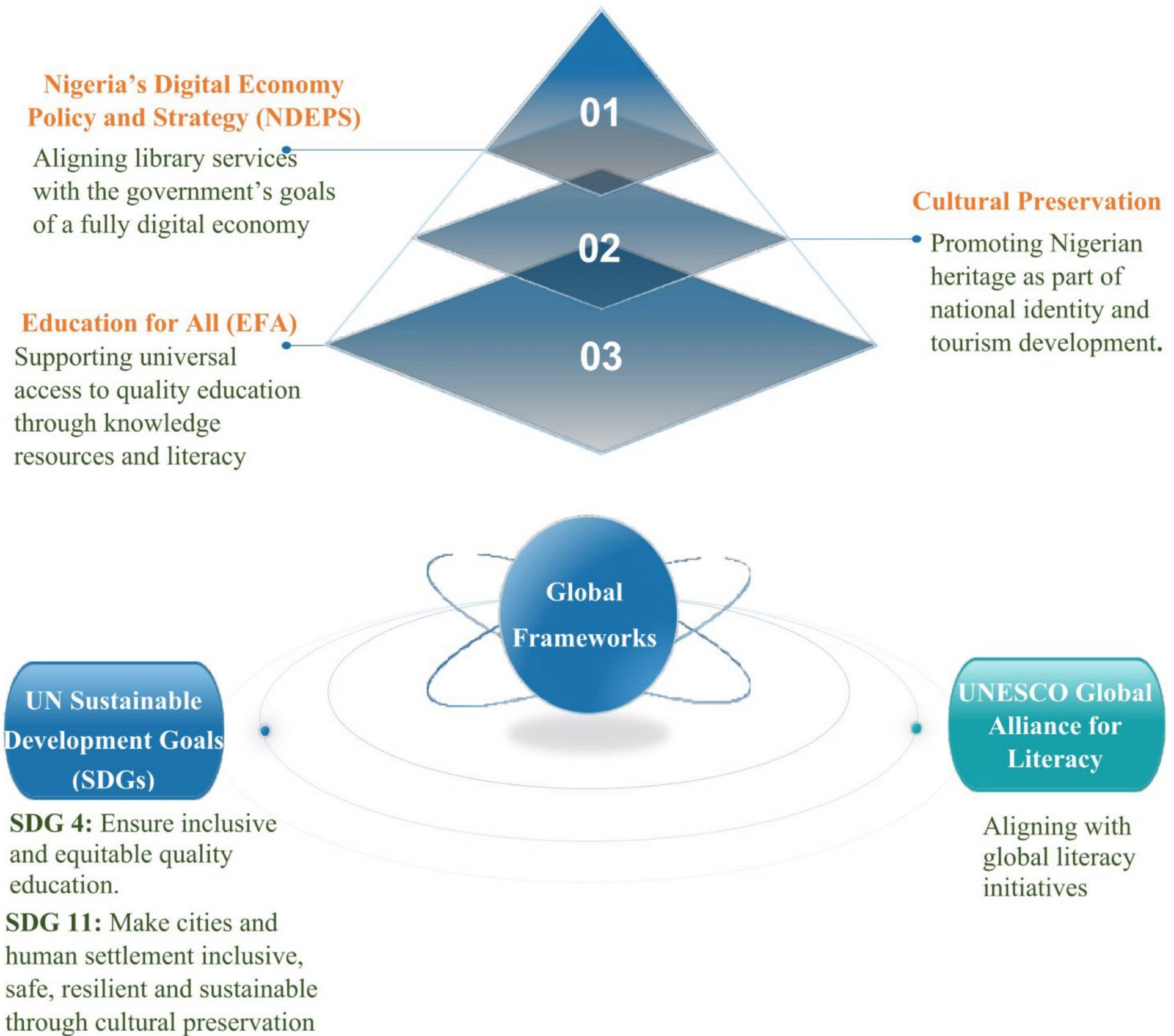
6. Cultural Institutions

- Museums, archives and heritage organizations collaborates on preservation initiatives.

3.4 Alignment with National and Global Goals

The NLN's strategy aligns with broader national priorities and global development frameworks.

National Priorities



3.5 Key Insight for Strategy

The analysis of the NLN's internal and external environment reveals several key insights:

- Digital Transformation is Imperative:** Embracing technology will enable the NLN to expand its reach and improve service delivery.

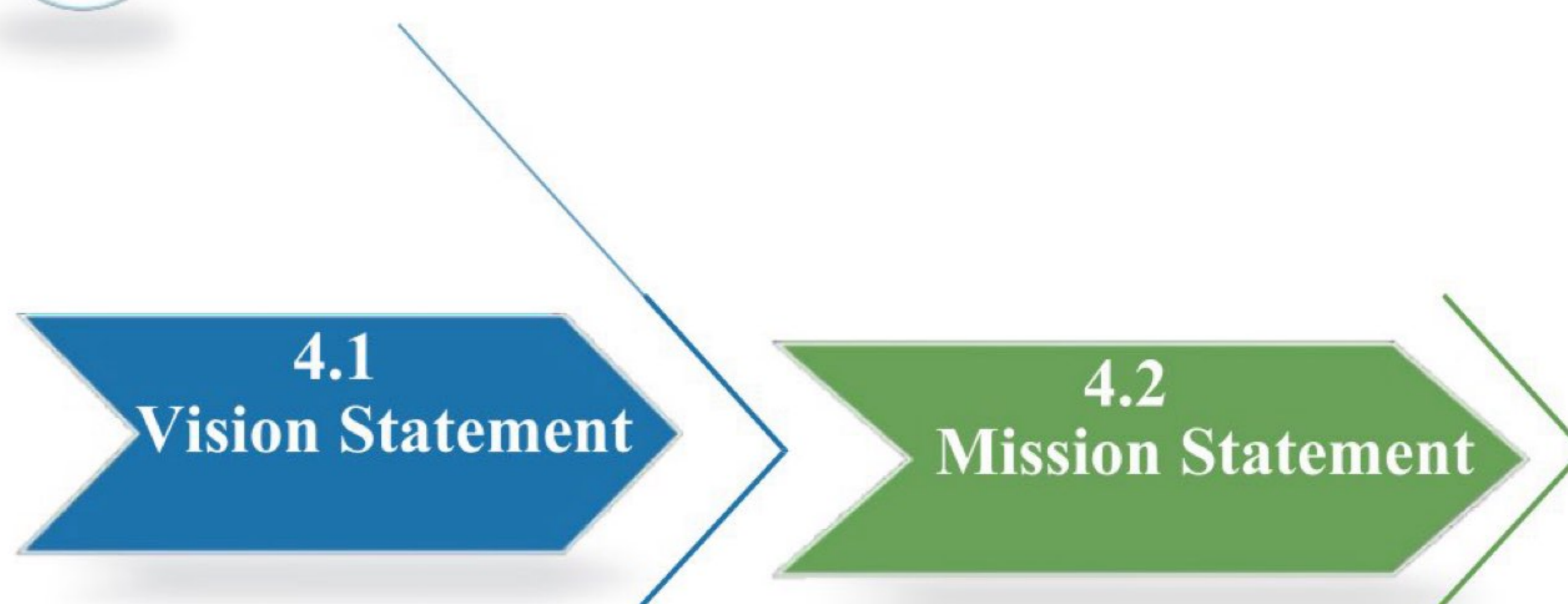
2. **Funding Diversification is Essential:** Moving beyond government funding to include partnerships and revenue-generating activities will ensure sustainability.
3. **Public Awareness Must Be Prioritized:** Engaging the public through innovative campaigns and programs will enhance NLN's visibility and impact.
4. **Cultural Preservation is Critical:** Leveraging global interest in African heritage will position the NLN as a leader in cultural advocacy.
5. **Inclusive Access is Non- Negotiable:** Bridging the digital divide is essential to achieve equitable access to knowledge and resources.

4. Vision, Mission and Core Values

This section defines the foundational principles of the National library of Nigeria (NLN), articulating its long-term aspiration, core purpose, and guiding principles. These elements provide a unified direction for the organization and serve as the cornerstone of its strategy for 2025-2030.

“Africa’s leading knowledge hub, fostering innovation, inclusion and lifelong learning”.

This vision reflects NLN’s ambition to evolve into a globally recognized institution that not only preserves Nigeria’s intellectual and cultural heritage but also drives innovation, empowers individuals, and supports national development through cutting-edge technologies.



“To empower Nigeria’s knowledge economy by providing access to digital and physical resources, cutting-edge technologies, and dynamic learning environment for research, education, and cultural development”.

This mission encapsulates NLN’s commitment to bridging gaps in education and knowledge dissemination, leveraging modern technologies to ensure equitable access for all Nigerians, and championing literacy and cultural preservation

4.3 Core Values

The NLN’s core values embody the principle that guide its operations, shape its culture, and define its engagement with stakeholders. For ease of reference, the acronym is **ALI³C²E**

1. Accessibility:

- Ensure equitable access to knowledge resources for all Nigerians, regardless of location, socioeconomic status or ability.

2. Lifelong learning:

- Promote continuous learning and literacy as essential tools for personal and national development.
- 3. Innovation:**
 - Embrace emerging technologies to deliver world-class library services and remain at the forefront of digital transformation.
- 4. Inclusion:**
 - Foster a culture of inclusivity by addressing the needs of underserved communities, promoting diversity, and celebrating Nigeria's culture heritage.
- 5. Integrity:**
 - Uphold the highest ethical standards in the collection, preservation, and dissemination of information.
- 6. Collaboration:**
 - Build strong partnership with government, private sector and international organizations to amplify the impact of NLN's initiatives.
- 7. Cultural Stewardship:**
 - Safeguard Nigeria's rich cultural heritage, ensuring it is preserved and celebrated for future generations.
- 8. Excellence:**
 - Commit to delivering high quality services that meets the evolving needs of NLN's stakeholders.

4.4 Alignment with Strategic Goals

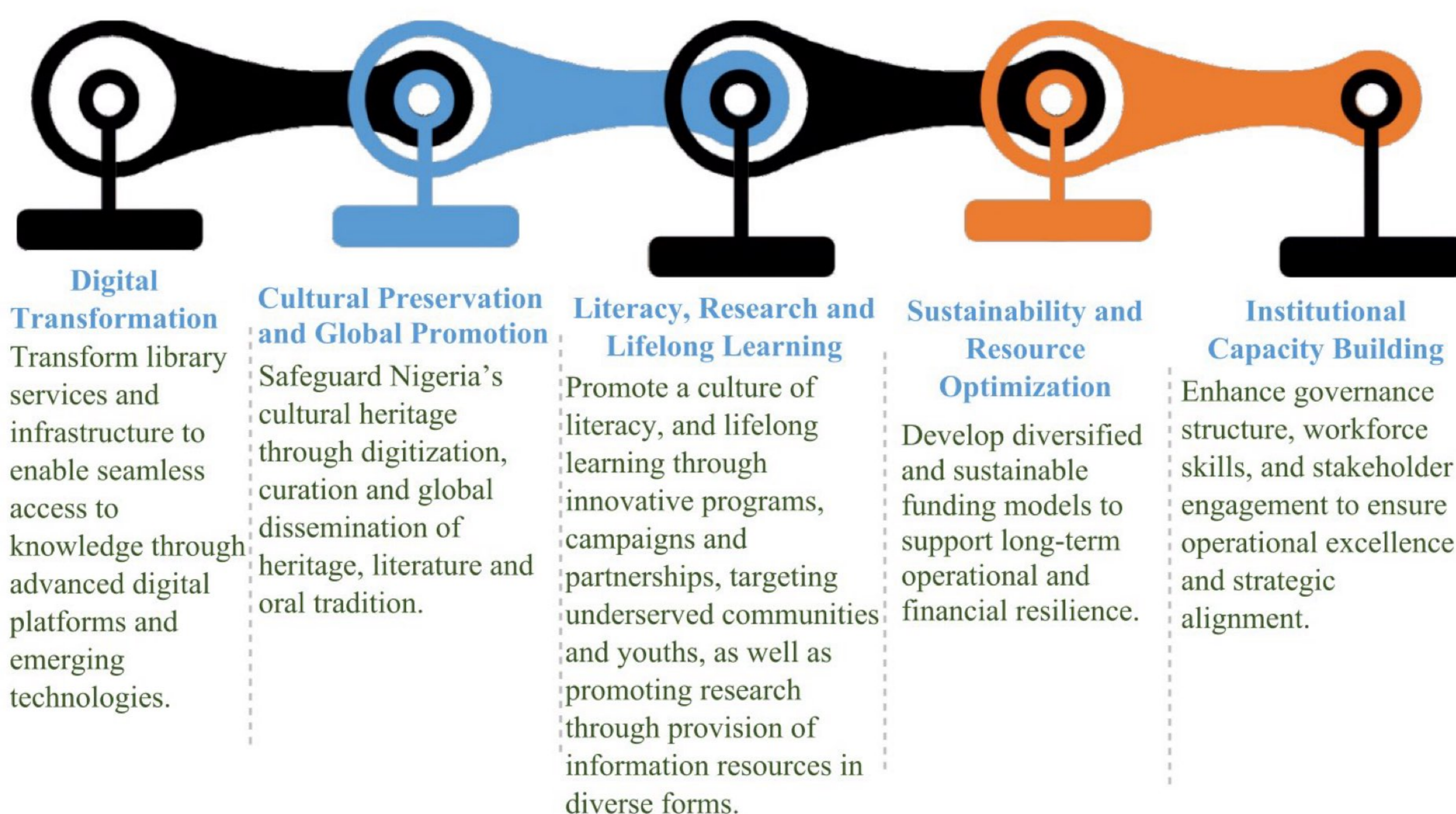
The vision, mission and core values are not standalone elements but are deeply integrated into the NLN's strategic objectives and initiatives. They serve as a guiding framework for the organization's actions and decision, ensuring alignment with:

- **National Development Goals:** Supporting Nigeria's digital economic and education agendas.
- **Global Standards:** Meeting international benchmarks for libraries and knowledge institutions
- **Stakeholder Needs:** Addressing the expectations of government, private sector partners, and the public.

5. Strategic Objectives and Goals

The **strategic objectives and goals** of the National Library of Nigeria (NLN) articulates its priorities for the 2025-2030 period. These objectives are designed to achieve its vision of becoming Africa’s leading knowledge hub, fulfilling its mission of empowering Nigeria’s knowledge economy through innovative and inclusive library services.

5.1 Strategic Objectives



5.2 Goals by Strategic Objectives

S/N	Objective	Goal 1	Goal 2	Goal 3
1	Digital Transformation	Launch a fully operational Virtual Library Platform by 2026, providing 24/7 access to digital resources for	Achieve 100% digitization of the NLN’s physical catalogue by 2030.	Establish regional digital hubs in all six geopolitical zones by 2028 to enhance rural access to library services.

		80% of Nigerians.		
2	Cultural Preservation and Global Promotion	Digitize and archive and archive 100,000 heritage resources, manuscripts, monographs, audio-visuals, serials and oral histories by 2030.	Create global online repository for Nigerian heritage, launching by 2026.	Partner with UNESCO and international institutions to promote Nigeria's cultural heritage on global platforms by 2027.
3	Literacy Research, and Lifelong Learning	Engage 10 million Nigerians through literacy campaign by 2027.	Introduce enabling environment for research activities, interactive youth programs, including storytelling and creative writing competitions, in all 36 states by 2029.	Expand digital literacy programs to reach 2 million rural participants annually by 2030.
4	Sustainability and Resources Optimization	Secure \$20 million in grants and philanthropic contribution by 2030.	Establish public-private partnership to co-fund 50% of NLN's strategic initiatives by 2028.	Generates 30% of annual revenue from diversified sources, such as digital subscription and paid services, by 2030.
5	Institutional Capacity Building	Train 50% of NLN staff annually on digital tools, customer service and advanced library management techniques.	Implement a centralized Library Management System (LMS) by 2027 to streamline operations.	Establish a Stakeholder Advisory Board by 2026 to enhance collaboration and feedback mechanism.

5.3 Alignment with National and Global Priorities

National Development Goals

- Contributing to Nigeria **Digital Economy Strategy** by increasing digital literacy and access to knowledge resource.
- Supporting **Education for All (EFA)** by promoting inclusive and equitable education opportunities.

Global Goals

- Advancing **UN Sustainable Development Goals (SDGs)**, particularly:
 - **SDG 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
 - **SDG 11:** Strengthen efforts to protect and safeguard the world’s cultural and natural heritage.

5.4 Measurable Success Indicator

The NLN will use Key Performance Indicator (KPI) to monitor progress towards these goals, including:

1. Digital Transformation:

- Number of active users on the virtual library platform.
- Percentage of catalogue digitized.

2. Cultural Preservation and Global Promotion:

- Number of heritage resources digitized.
- Number of partnerships established with global organizations.

3. Literacy, Research, and Lifelong Learning:

- Annual participation rates in literacy campaigns and youth programs.
- Number of mobile libraries and rural programs deployed.

4. Sustainability and Resource Optimization:

- Percentage of funding from diversified sources.
- Annual revenue generated through paid services.

5. Institutional Capacity Building:

- Staff competency improvement as measured by post-training assessments.

Increased efficiency in operations due to the implementation of the LMS

6. Strategic Initiatives:

The **Strategic Initiatives** of the National library of Nigeria (NLN) are directly aligned with the strategic objectives and goals outlined in the previous section. These initiatives are structured to address the priorities of digital transformation, cultural preservation, literacy promotion, sustainability and institutional capacity building, ensuring that each goal is actionable and impactful.

6.1 Digital Transformation Initiatives

Objectives: Transform library services and infrastructure to enable seamless access to knowledge through advanced digital platforms and emerging technologies.



- 1 National Virtual Library Platform:**

 1. Design, develop and launch a fully operational digital platform by 2026.
 2. Ensure 24/7 access to resources, with AI-driven tools for personalized recommendations
- 2 Digitization of Physical Catalogue:**

Digitize 100% of the NLN's physical collection, prioritizing high-demand resources by 2030.
- 3 Regional Digital Hubs:**

Establish digital access points in all six geopolitical zones by 2028, equipped with high-speed internet and digital tools for underserved communities.

Expected Outcomes:

- Increased access to digital resources for 80% of Nigerians by 2030.
- Enhanced efficiency and user engagement through advanced technologies.

6.2 Cultural Preservation and Global Promotion Initiatives

Objective: Safeguard Nigeria's cultural heritage and promote global access to its rich tradition and artifacts.



Expected Outcome

- Greater global recognition of Nigeria’s cultural heritage.
- A robust digital archive accessible to researchers, students and cultural enthusiasts worldwide.

6.3 Literacy, Research, and Lifelong Learning Initiatives:

Objectives: Foster a culture of literacy and lifelong learning through innovative programs and partnerships.



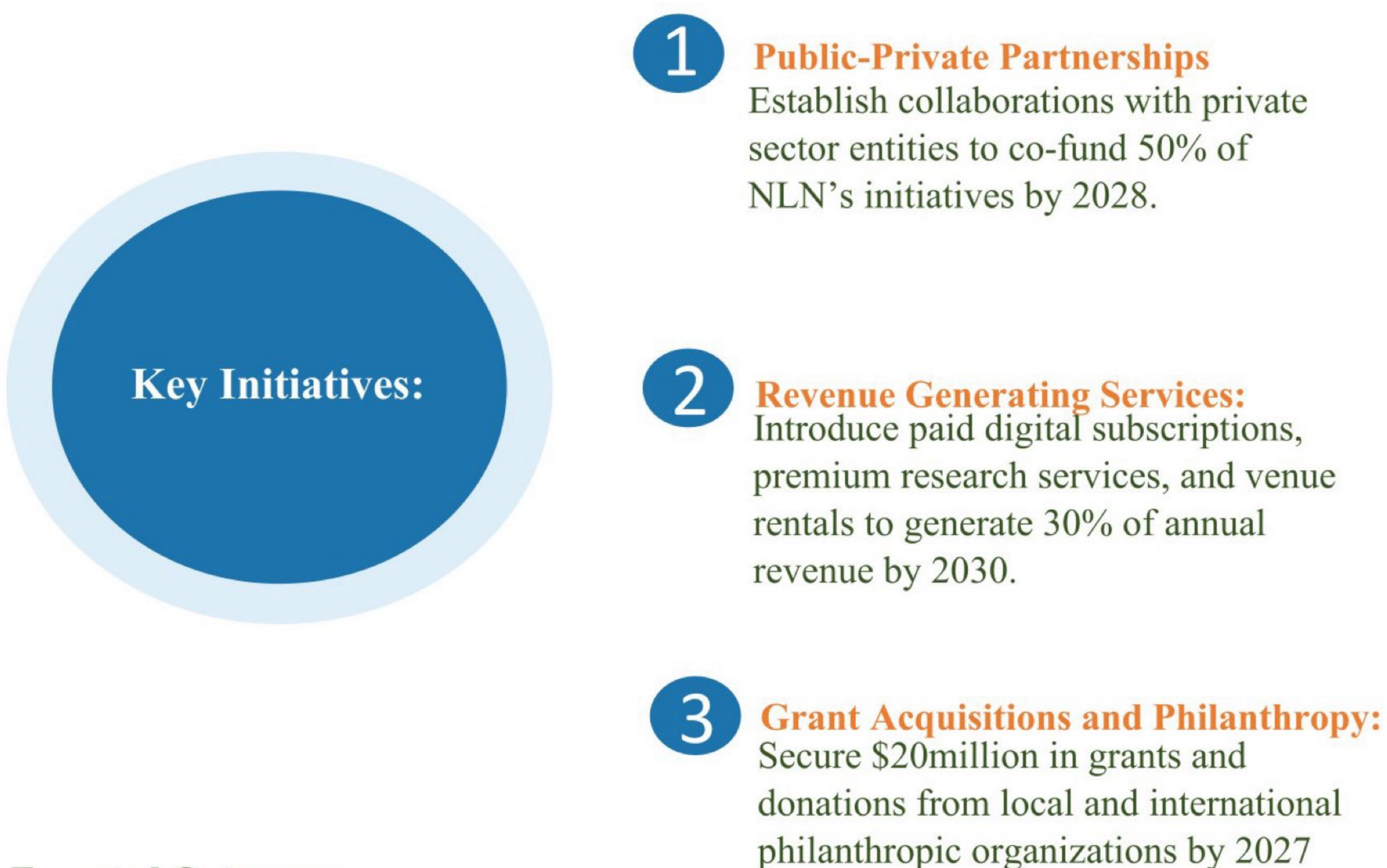
- 1 Literary campaign:**
 Launch an annual storytelling and literacy festival featuring creative competitions, workshop, and live performances
- 2 Digital literacy programs:**
 Expand digital literacy workshops targeting 2 million rural participants annually by 2028
- 3 Research support programs:**
 Collaborate with relevant institutions on publications and research activities by 2030
- 4 Youth engagement programs:**
 Roll out interactive programs, such as storytelling competitions and creative writing workshops, in all 36 states by 2029

Expected Outcomes:

- Engagement of 10 million Nigerians in literacy initiatives by 2027.
- Improved digital and traditional literacy rates, particularly in underserved communities

6.4 Sustainability and Resources Optimization Initiatives:

Objectives: Develop diversified and sustainable funding models to ensure long-term operational and financial resilience.

**Expected Outcomes:**

- Reduced reliance on government funding.
- Enhanced financial stability and sustainability of library operations.

6.5 Institutional Capacity Building Initiatives:

Objectives: Strengthen governance structures, workforce capabilities, and stakeholder engagement to ensure operational excellence.



- 1 Staff Development Programs:**
 Conduct annual training for 100% of staff on digital tools, customer service and library management techniques
- 2 Centralized Library Management**
 Implement an LMS by 2027 to streamline operations and enhance user experience.
- 3 Stakeholder Advisory Board**
 Established a board by 2026 to enhance collaborations with stakeholders and align initiatives with community needs

Expected outcomes:

- A highly skilled and motivated workforce.
- Improved efficiency and stakeholder satisfaction through enhanced governance.

6.6 Prioritization and Implementation:

Each initiative will be prioritized based on its alignment with strategic objectives, potential impact, and resources availability. The NLN will adopt a phased approach to implementation, ensuring timely delivery and measurable outcomes.

7. Implementation Framework

The **Implementation Framework** outlines the process, structures and tools the National Library of Nigeria (NLN) will use to execute its strategic initiatives effectively. It provides a roadmap for turning strategic objectives into actionable plans, ensuring alignment, accountability, and timely delivery of results.

7.1 Governance Structure

A robust governance structure is essential to oversee the implementation of the NLN's strategy.

Key Components:

1. Strategic Oversight Committee:

- Chaired by the National Librarian/ CEO, this committee will provide overall guidance, monitor progress, and address high-level challenges.

2. Implementation Teams:

- Dedicated teams will manage specific initiatives under each strategic objective, with clear roles and responsibilities.

3. Stakeholder Advisory Board:

- Comprising representatives from government, private sector, and communities, this board will provide feedback, ensure stakeholder alignment and facilitate partnership.

4. Regional Implementation Units:

- Offices in each geopolitical zone will coordinate localized implementation of initiatives, ensuring inclusivity and regional relevance.

7.2 Phased Action Plan

Strategic initiatives will be implemented in phases to ensure manageable workloads and measurable progress.

Phase	Timeline	Focus	Action Plan
Phase 1	2025-2026	Laying the groundwork	<ul style="list-style-type: none"> • Launch the National Virtual Library Platform. • Initiate digitization of high-priority collection. • Established the first wave of Regional Digital Hubs. • Begin fundraising efforts through grants and public-private partnerships.
Phase 2	2027-2028	Scaling and Expansion	<ul style="list-style-type: none"> • Expand digital literacy workshops to rural areas. • Digitize 50% of NLN's catalogue and rural heritages. • Deploy additional mobile library services. • Secure partnerships with global institutions for cultural promotion.
Phase 3	2029-2030	Consolidation and Sustainability	<ul style="list-style-type: none"> • Complete digitization of all resources. • Establish a self-sustaining funding model through diversified revenue streams. • Finalize the implementation of the Library Management System (LMS). • Evaluate the overall impact of initiatives and refine strategies for the next strategic cycle.

7.3 Resources Allocation

Financial Resources:

- **Budgeting:** Annual budgets will allocate funds to priority initiatives based on timelines and expected impact.
- **Funding Sources:**
 - Government allocations.
 - Grants and donations.
 - Revenue from subscription services, research assistance, and venue rentals.

Human Resources:

- **Staff Deployment:** Skilled personnel will be assigned to implementation teams based on expertise and initiative requirements.
- **Training Programs:** Staff will undergo continuous training to ensure readiness for emerging technologies and challenges.

Technology Resources:

- **Digital Tools:** AI-driven platforms, clouds-based systems, and virtual reality tools will be deployed to modernize services.
- **Infrastructure:** Regional hubs and mobile libraries will be equipped with the state-of-art technology.

7.4 Risk Mitigation Strategies:

Effective risk management will be embedded in the implementation process to address potential challenges.

Key Risks and Mitigation Plans:

- 1. Funding Gaps:**
 - Mitigation: Establish early partnerships with private entities and international donors.
- 2. Technology Adoption Challenges:**
 - Mitigation: Provide extensive training and user-friendly interfaces for staff and public users.
- 3. Stakeholder Misalignment:**
 - Mitigation: Regular communication and engagement with stakeholders through the advisory board.
- 4. Project Delays:**
 - Mitigation: Adopt agile project management techniques to track progress and address bottleneck.

7.5 Monitoring and Reporting

Progress will be tracked through a robust monitoring and reporting system.

Monitoring Tools

- **Key Performance Indicators (KPIs):**

Examples: percentage of digitized catalogue, user engagement metrics, and annual revenue from non-governmental sources.

- **Project Management Software:** Digital tools to track milestones, resources, and deliverables.

Reporting Mechanisms:

- **Quarterly Progress Reports:**

- Submitted by implementation teams to the strategic oversight committee.

- **Annual Review Meeting:**

- Evaluates progress against strategic objectives and refine plans as necessary.

7.6 Stakeholder Engagement

Engaging stakeholders is critical to successful implementation.

Engagement Strategies

- **Regular Updates:** Share progress through newsletters, reports and public announcements.
- **Community Involvement:** Actively involve communities in programs like digital literacy workshops and storytelling events.
- **Private Sector Collaboration:** Foster partnership for funding and technology support.

7.7 Success Metrics

The success of the implementation framework will be measured by:



8. Monitoring and Evaluation (M&E) Framework:

The **Monitoring and Evaluation (M&E) Framework** ensures that the National Library of Nigeria (NLN) systematically tracks the progress of its strategic initiatives and assesses their impact. This framework promotes accountability, facilitates continuous improvement and ensures alignment with the NLN's objectives.

8.1 Objectives of the M&E Framework

- **Performance Tracking:** Monitor the implementation of initiatives to ensure adherence to timelines, budgets and objectives.
- **Impact Assessment:** Measure the outcomes of strategic initiatives on target audiences and stakeholders.
- **Accountability and Transparency:** Provide stakeholders with clear, regular updates on progress and challenges.
- **Continuous Improvement:** Use data and feedback to refine strategies and processes throughout the implementation period.

8.2 Key Performance Indicators (KPIs)

The following KPIs are tied to the NLN's strategic objectives and will be used to measure success:

1. Digital Transformation:

- Percentage of library catalogue digitized.
- Number of active users on the **National Virtual Library Platform**.
- Number of regional digital hubs established and operational.

2. Cultural Preservation and Global Promotion

- Number of heritage resources digitized and archived.
- Visits and engagements on the global online repository.
- Number of partnerships with international organizations (e.g., UNESCO).

3. Literacy, Research, and lifelong Learning:

- Annual participation in literacy campaign and programs
- Number of schools and communities reached through mobile libraries and workshops
- Improvement in literacy rates in targeted regions.

4. Sustainability and Resources Optimization:

- Percentage of funding from diversified sources.
- Revenue generated from digital subscription and other paid services.
- Number of active public-private partnerships.

5. Institutional Capacity Building

- Percentage of staff trained annually.
- Operational efficiency improvements through the centralized Library Management System (LMS).
- Stakeholder satisfaction levels measured through feedback survey.

8.3 Data Collection Methods

The NLN will employ a combination of qualitative and quantitative method to collect data.

- **Surveys and Questionnaires:** To gather feedback from users, staff, and stakeholders on program effectiveness and satisfaction.
- **Digital Analytics:** Track engagement metrics on the virtual library platform and other digital tools.
- **Project Reports:** Monthly and quarterly reports from implementation teams detailing progress, challenges, and achievements.
- **Focus Groups and Interviews:** Conduct discussions with key stakeholders to gather insights on program impact and areas for improvement.

8.4 Reporting Mechanisms

Regular reporting ensures transparency and enables timely interventions.

- **Monthly Implementation Reports:** Detailed updates on individual initiatives submitted by team leads.

- **Quarterly Performance Reviews:** Assess programs against KPIs and adjust plans where necessary.
- **Annual Reports:** Comprehensive reviews of overall progress, highlighting successes, lessons learned, and areas needing improvement.
- **Public Updates:** Stakeholder newsletter and website updates to keep the public informed.

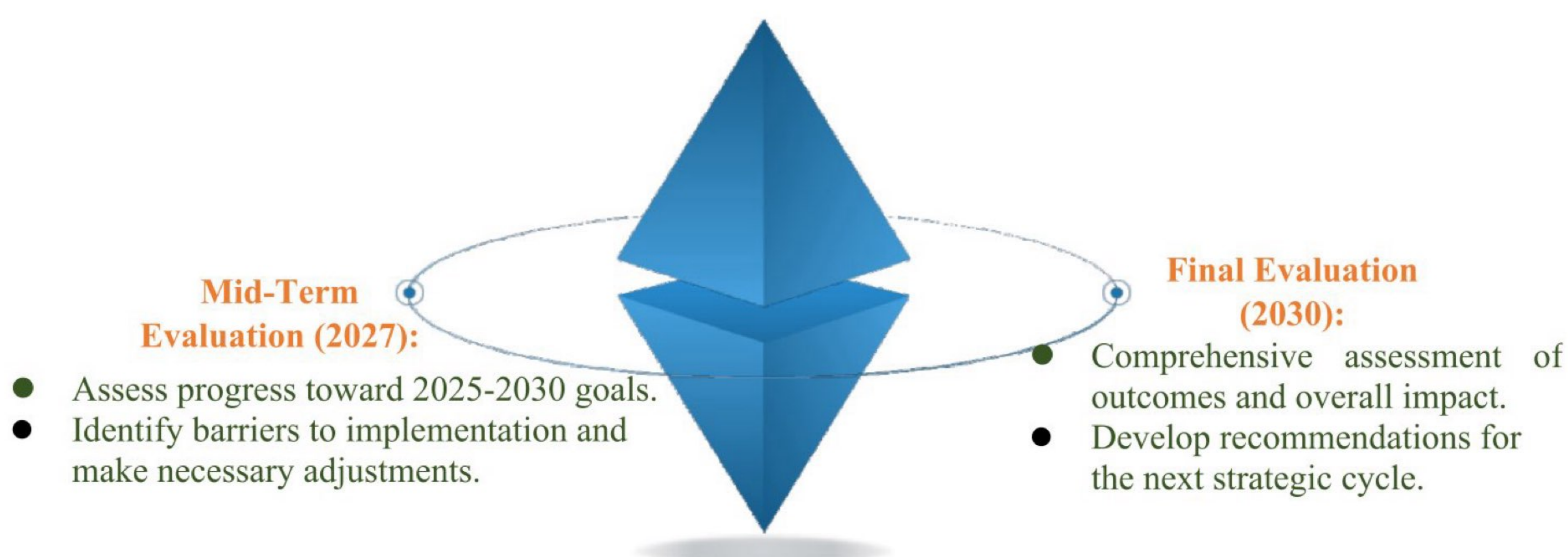
8.5 Feedback Loops

Feedback mechanisms will allow the NLN to respond to challenges and incorporate stakeholder inputs.

- **Internal Feedback:** Continuous input from staff and implementation teams to identify operational challenges.
- **Stakeholder Engagement:** Regular consultations with the advisory board, private sector partners, and community representatives.
- **Public Feedback:** User surveys and open forums to understand the impact of programs and services.

8.6 Evaluation Schedule

Evaluations will be conducted at key intervals to measure the effectiveness of the strategy:



8.7 Tools and Resources for M&E

- **Project Management Software:** To track milestones, resources, and deliverables in real time.
- **Data Analytics Platforms:** For detailed analysis of user engagement, financial performance, and other metrics.
- **Capacity Building for M&E Teams:** Regular training for staff involved in data collection and analysis.

8.8 Success Criteria

The M&E framework will be deemed successful if:

- KPIs are consistently tracked and met.
- Stakeholder report satisfaction with the transparency and effectiveness of initiatives.
- Clear, actionable insights are generated to inform decision-making and future strategies.

9. Risk Management and Sustainability

The Risk Management and Sustainability section outlines strategies for identifying, mitigating, and addressing potential risks to the successful implementation of the National Library of Nigeria's (NLN) Strategy. Additionally, it focuses on ensuring the long-term sustainability of the library's programs, infrastructure, and initiatives.

9.1 Objectives

- **Identify and Mitigate Risks.** Proactively address potential challenges that may hinder the achievement of the strategic objectives.
- **Ensure Long-Term Viability:** Develop robust frameworks for financial, operational, and environmental sustainability.
- **Enhance Resilience:** Build systems and processes that can adapt to changes in technology, funding, and stakeholder needs.

9.2 Key Risks and Mitigation Strategies

Risk	Impact	Mitigation strategies
Funding Shortfalls	Delay or failure in initiatives execution	-Diversify funding sources (e.g., PPPs, grants) -Develop revenue-generating services
Technological challenges	Inability to implement digital platforms	-Partner with tech experts for support -Provide staff training on emerging technologies
Low Public Engagement	Reduced impact of literacy and cultural programs	-Launch targeted marketing campaigns. -Involve communities in programs design
Staff Capacity Gaps	Inefficiency in implementing initiatives	-Regular training programs for staff. -Recruits skilled personnel as needed
Data Privacy and Security Issues	Compromised user trust and operational disruption	-Implement robust cyber security measures -Comply with data protection regulations
Stakeholder Misalignment	Delays or lack of support for programs	-Regular stakeholder engagement through advisory boards. -Maintain transparent communication channels

9.3 Sustainability Framework

The NLN's sustainability framework is designed to ensure that its programs, infrastructure, and operations remain effective and impactful over the long term.

1. Financial Sustainability

- **Revenue Diversification:**
 - Develop premium digital services, such as subscription models, paid research assistance, and access to exclusive resources.
 - Rent NLN facilities for events and workshops.
- **Grant Writing and Philanthropy:**
 - Establish a dedicated team to secure grants and donations from international organizations, private entities, and philanthropic groups.
- **Public-Private Partnerships (PPPs):**
 - Collaborate with private sector organizations to co-fund initiatives and share resources.

2. Operational Sustainability

- **Resource Optimization:**
 - Regularly assess and optimize resource allocation to ensure efficiency.
- **Maintenance Plans:**
 - Establish preventive maintenance schedules for digital platforms, infrastructure, and physical facilities.
- **Staff Retention and Development:**
 - Implement incentive programs and professional development opportunities to retain skilled staff.

3. Environmental Sustainability

- **Green Practices:**
 - Transition to digital resources to reduce paper usage.
 - Implement energy-efficient solutions in library facilities.
- **Sustainable Construction:**
 - Use environmentally friendly materials and practices for new projects.

4. Programmatic Sustainability

- **Community Ownership:**
 - Involve local communities in program development to ensure relevance and longevity.
- **Monitoring and Feedback:**
 - Continuously adapt programs based on user feedback and emerging needs.

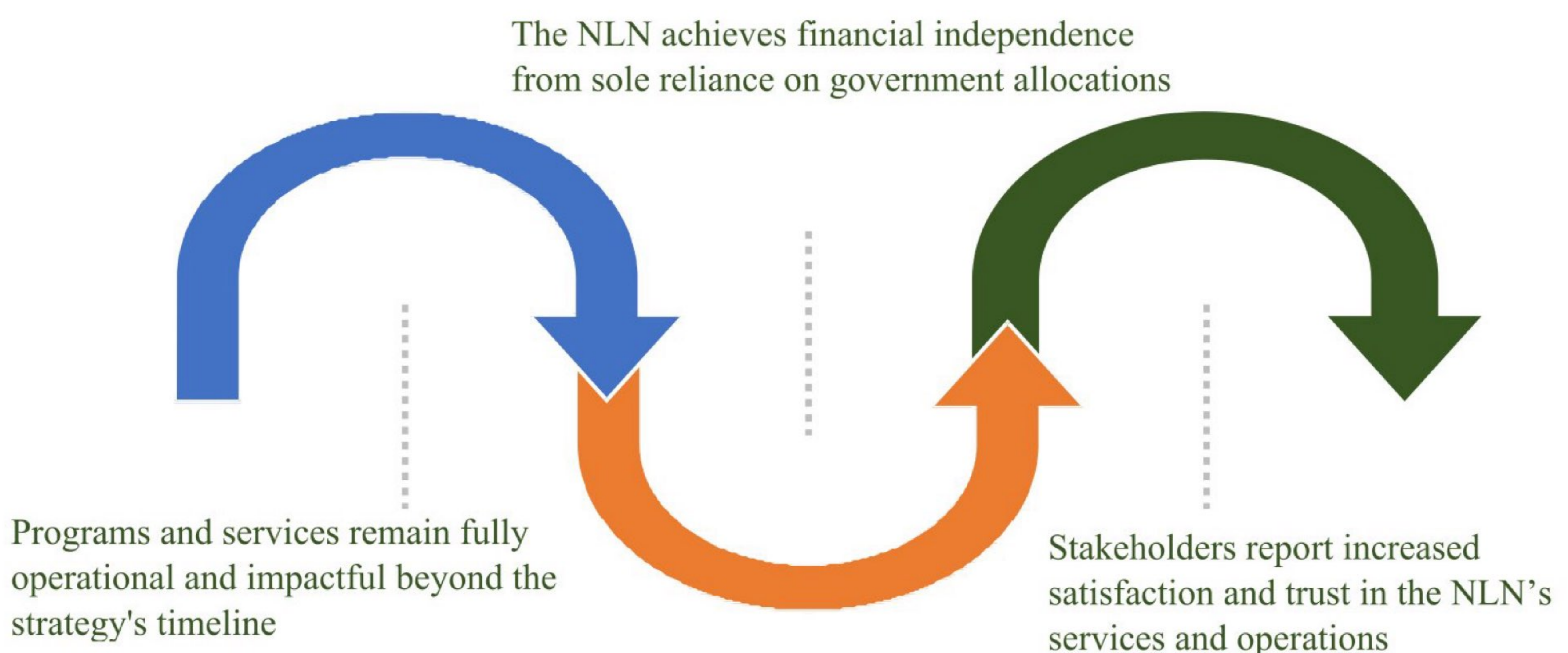
9.4 Building Resilience

To enhance resilience against future uncertainties, the NLN will:

- **Adopt Agile Practices:** Allow flexibility in project management to respond to evolving conditions.
- **Leverage Technology:** Continuously update digital tools and platforms to maintain relevance and efficiency.
- **Diversify Partnerships:** Collaborate with a range of stakeholders, from local organizations to global institutions, to share expertise and resources.

9.5 Success Criteria for Sustainability

The NLN's sustainability efforts will be successful if:



10. Conclusion

The conclusion reinforces the National Library of Nigeria (NLN) commitment to achieving its strategic vision and invites stakeholders to collaborate in realising its ambitious goals for the 2025-2030 period with a Call to Action.

For six decades, the National Library of Nigeria has stood as a pillar of intellectual and cultural development, empowering individuals and communities through access to knowledge. As we embark on the next chapter of our journey, the NLN is poised to redefine its role in a digital, knowledge-driven economy.

This strategy outlines a bold and transformative plan to transform our library services, preserve Nigeria's rich cultural heritage, and foster literacy research and lifelong learning. By leveraging cutting-edge technology, innovative partnerships, and sustainable practices, we aim to create a library system that is inclusive, resilient, and impactful.

The successful execution of this strategy will not only position the NLN as Africa's leading knowledge hub but will also contribute to Nigeria's national development goals, strengthening the foundation for a more literate, informed, and equitable society.

The realization of this strategy depends on the collective efforts of the government, private sector partners, international organizations, and the Nigerian public. Together, we can build a robust knowledge ecosystem that benefits all citizens.

To Government and Policy Makers:

- Support the NLN's initiatives through adequate funding, policy alignment, and enabling environments for innovation.
- Champion literacy and cultural preservation as national priorities.

To Private Sector and Philanthropic Organizations:

- Partner with the NLN to co-fund initiatives, share expertise, and deliver cutting-edge technologies to underserved communities.
- Explore opportunities for revenue-generating collaborations that ensure long-term sustainability.

To Educational Institutions and Communities:

- Embrace the NLN's digital and physical resources as tools for learning, teaching, and research.
- Participate in programs that foster creativity and literacy

To the Nigerian Public:

- Engage with the NLN's resources and programs, from the National Virtual Library to literacy workshops and cultural exhibitions.
- Advocate for the importance of libraries in shaping Nigeria's future.

The NLN's strategy for 2025-2030 is more than a document, it is a roadmap for transformation and impact. It calls on all stakeholders to act decisively and collaboratively in creating a library system that is accessible, innovative, and sustainable.

Together, we can ensure that the National Library of Nigeria remains not only a repository of knowledge but also a catalyst for national development, cultural pride, and global recognition.

Implementation table for the NLN strategy 2025 - 2030

Strategic Objectives	Initiatives	Goals	Implementing Agent	Time-line	KPI	Expected Outcome
Digital Transformation	National Virtual Library Platform	Launch a fully operational Virtual Library Platform by 2026, providing 24/7 access to digital resources for 80% of Nigerians.	VLSD, ICT	2025 - 2026	Number of active users on the National Virtual Library Platform	Increased access to digital resources for 80% of Nigerians by 2030.
	Digitization of Physical Catalogue	Achieve 100% digitization of the NLN's physical catalogue by 2030.	VLSD, CD&TS, PSD, LDD, ICT	2025 - 2028	Percentage of library catalogue digitized	
	Regional Digital Hubs	Establish regional digital hubs in all six geopolitical zones by 2028 to enhance rural access to library services	PSD, PPD, Procurement, NLO	2025 - 2028	Number of regional digital hubs established and operational.	Increased access to digital resources for 80% of Nigerians by 2030.
Cultural Preservation and Global Promotion	National Heritage and Manuscript Digitization	Digitize and archive 100,000 heritage resources, manuscripts and oral histories by 2030 to preserve Nigeria's heritage.	VLSD, PRSD, PSD, ICT,	2025 - 2030	Number of cultural heritages digitized and archived	A robust digital archive accessible to researchers, students and cultural enthusiast worldwide.
	Global Repository	Launch an interactive repository of Nigerian heritage, accessible globally by 2026.	VLSD, ICT	2025 - 2026	Visits and engagements on the global online repository	Greater recognition of Nigeria's cultural heritage.
	International Partnership	Collaborate with global organizations such as UNESCO to promote and fund cultural project by 2027	NLO, PRD, F&A,	2025 - 2027	Number of partnerships with international organizations	

Literacy, Research, and Lifelong Learning Initiatives	Literary campaign	Launch an annual storytelling and literacy festival featuring creative competitions, workshop, and live performances.	PSD	2027-2028	Annual participation in literacy campaign and programs	Engagement of 10 million Nigerians in literacy initiatives by 2027.
	Digital literacy programs	Expand digital literacy workshops targeting 2 million rural participants annually by 2028.	PSD	2025 - 2028	Number of schools and communities reached through mobile libraries and workshops	Improved digital and traditional literacy rates, particularly in underserved communities
	Youth engagement programs	Roll out interactive programs, such as storytelling competitions and creative writing workshops, in all 36 states by 2029.	PSD	2027 - 2029	Percentage of improvement in literacy rates in targeted regions.	
Sustainability and Resources Optimization Initiatives	Public-Private Partnerships	Establish collaborations with private sector entities to co-fund 50% of NLN's initiatives by 2028.	PSD, PRD, F&A, NLO, Legal	2027 - 2028	Percentage of funding from diversified sources.	<ul style="list-style-type: none"> Reduced reliance on government funding. Enhanced financial stability and sustainability of library operations.
	Revenue Generating Services	Introduce paid digital subscriptions, premium research services, and venue rentals to generate 30% of annual revenue by 2030.	F&A, PSD, PRSD	2029 - 2030	Revenue generated from digital subscription and other paid services.	
	Grant Acquisitions and Philanthropy	Secure \$20million in grants and donations from local and	F&A, PSD, PRD	2025 - 2027	Number of active public-	

Institutional Capacity Building Initiatives	Staff Development Programs	international philanthropic organizations by 2027	HR&A, PRSD	2025 - 2030	private partnerships.	<ul style="list-style-type: none"> ● A highly skilled and motivated workforce. ● Improved efficiency and stakeholder satisfaction through
	Centralized Library Management	Conduct annual training for 100% of staff on digital tools, customer service and library management techniques	VLSD, CD&TS, LDD, PSD, PRSD, IS&PD, ICT	2025 - 2027	Percentage of staff trained annually.	Operational efficiency improvements through the centralized Library Management System (LMS).
	Stakeholder Advisory Board	Implement an LMS by 2027 to streamline operations and enhance user experience.	NLO, Legal	2026	Stakeholder satisfaction levels measured through feedback survey.	Established a board by 2026 to enhance collaborations with stakeholders and align initiatives with community needs

STRATEGY PLAN 2025 - 2030



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