

IFLA HANDBOOK



**International
Federation of
Library
Associations and Institutions**

IFLA HANDBOOK

Version 1.2 December 2023

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1. Introduction

This Handbook is designed to complement IFLA's [Statutes and Rules of Procedure](#) by providing explanation of their contents in terms of practical procedures, providing further explanation where stipulated in the Statutes and Rules, and offering good practices and advice for office holders. It is aimed at all those volunteering in an official capacity in IFLA's work.

It is produced by the Governing Board and is intended to be revised or updated as necessary to reflect the evolving nature of the organisation.

2. The Federation

The International Federation of Library Associations and Institutions (IFLA) is the global voice of libraries, representing the interests of the profession and working to improve services worldwide. We benefit from a strong membership, a vibrant professional community, and close collaboration with partners.

It is a Federation, made up of associations and institution members, as well as individual affiliates (see Chapter 3).

3. Membership

IFLA's Members are library associations and institutions from the library and information field who want to be part of, and support, an international network working for the benefit of all. They are joined by personal affiliates bringing their own contribution to IFLA's success, as well as recipients of an IFLA Honorary Fellow award.

IFLA has a member base from around 150 countries in all regions, making it the most international library organisation in the world. This allows IFLA to speak to stakeholders and international bodies on behalf of libraries and librarians everywhere.

There are different categories of membership for different types of associations, institutions and individual affiliates, with more information provided on IFLA's website. IFLA also makes available a list of its association and institution members.

4. Volunteering and taking an active part in the Federation

Collectively, IFLA's committees – our Governing Board, Councils, Divisions, Sections, Special Interest Groups, Advisory Committees, Review Groups and beyond – represent the expertise of the library field. Individually, each provide a unique platform for learning, exchanging, and developing work that advances every aspect of the global library field.

To fulfil their potential, our committees rely on dedicated, insightful and expert volunteers, ready to give their time and energy. In turn, active engagement in an IFLA committee is an excellent professional and personal experience, providing new knowledge, networks and friendships that cannot be accessed otherwise.

We strongly encourage all members of our committees therefore to make the time available to prepare for and participate actively in meetings, and to consider running for leadership roles such as chairs, vice-chairs, secretaries, information coordinators or Convenors.

5. General Assembly

5.1 Role, Purpose and Activities

The General Assembly (GA) is the highest governance body of the Federation, bringing together IFLA's Members to take key decisions.

As set out in IFLA's Statutes, it has the key functions of determining the purposes and values of the Federation, amending the Statutes, setting the conditions of membership, and receiving and approving annual financial reports and accounts.

At the General Assembly, the President, Treasurer, and Secretary General report on IFLA's activities in line with IFLA's Strategy, and Members have the opportunity to have their say. In addition, Members can exercise their voice by proposing items for the General Assembly agenda.

5.2 Convening and Agenda Planning

The General Assembly is held within six months of the end of the financial year, except where this period has been extended by a maximum of four months by the General Assembly. Typically, IFLA holds this meeting during this time frame, given that the Annual Congress is held in July or August. The Governing Board will determine the date and location of the General Assembly.

The General Assembly has been usually held in conjunction with the annual World Library and Information Congress to enable the largest number of Members to attend in person. However virtual meetings are also possible and there are possibilities to vote by proxy, or to vote electronically.

A Convening Notice setting out the agenda must be sent to all Members at least four weeks prior to the date of the meeting. Items that the Members wish to propose for inclusion in the agenda must reach the IFLA Secretariat at least six weeks before the date of the meeting. IFLA Headquarters will send a notification to members in good time, allowing time and opportunity to make such proposals. Items or resolutions from Members must be proposed and seconded by authorised representatives of Members and should be brief, legible and clearly express the action recommended to be taken by the Federation.

Additional items of an exceptional and urgent character may be added to the agenda at the discretion of the President or Chair of the meeting, with the consent of the majority of the Members present or represented.

It is possible to convene an extraordinary General Assembly, for example where it is necessary to take a decision on an issue that cannot wait until the regular annual meeting. The Governing Board can choose to do this, on its own, or in response to a request from Members who, together, make up at least 10% of the total votes of the membership.

5.3 Attendance and Quorum

Each Member is entitled to be represented at any General Assembly by one or more representatives. One representative shall be able to exercise the right to vote. Honorary Fellows are entitled to attend and vote,

A simple majority of National and International Association Members need to be present or represented to constitute a quorum. If a quorum is not present at a General Assembly, the announced business may be transacted subject to gaining a two-thirds majority of the votes cast at the General Assembly. Such business must then be subsequently endorsed by a meeting of the Governing Board.

5.3.1 Attendance and Quorum Including Observers

The following individuals, associations and organisations are invited to attend the General Assembly as observers:

- Officers of all units of the Federation;
- Members of the Governing Board;
- Individuals and organisations with affiliate status
- Individuals and organisations with consultative status
- Other individuals, associations and organisations as determined by the Governing Board.

Observers are not entitled to vote and may only speak if the Chair permits.

5.4 Speaking

Speakers shall address the Chair and shall not speak for longer than five minutes. They will not be able to speak on the same subject until all those who wish to speak have spoken. The Chair may curtail discussion in the interest of completing business and all rulings by the Chair are final.

5.5 Voting (Including Advisory Referendums)

Each Member in good standing (i.e. who has paid relevant membership fees and who has not been suspended for any other reason) is allowed to vote at the General Assembly, as well as in written ballots. Different categories of members have different numbers of votes, as set out in Article 12.2 of the Statutes.

Members may nominate another Member to exercise proxy votes on their behalf at the General Assembly, whether held in physical or electronic format. In issuing the Convening Notice for the General Assembly, IFLA HQ will provide information about how to name a proxy.

Voting at the General Assembly is normally taken by a show of hands. However, if the majority of Members decide, a vote can be taken by secret ballot. Decisions are carried by a simple majority of votes cast. If there are equal votes for and against, the Chair of the General Assembly has the deciding vote. As highlighted above, a quorum needs to be reached for decisions taken this way to be binding.

In some cases, for example changes to IFLA's Statutes, the Governing Board can organise an advisory referendum to determine Members' views on issues of importance. This can help identify, for example, whether a proposal is likely to pass, or whether further work is needed. IFLA HQ will set up such a poll, following a decision of the Governing Board, and keep all eligible voters informed.

All Members are entitled to vote in advisory referendums and have the same number of votes according to their membership category, as set out in Article 12.2 of the Statutes. The results of such referenda shall be reported to the Members no later than the next General Assembly.

5.6 Role and Appointment of a Parliamentarian for the General Assembly

IFLA's Rules of Procedure refer twice to the role of an expert in the rules and methods of the conduct of business by boards and committees who has the responsibility to facilitate the work of the General Assembly (Rule R11.4.1) and the Governing Board (Rule R16.2). The person(s) holding this role are referred to as (the) Parliamentarian. The role of the Parliamentarian for the Governing Board is set out under Section 6.5 below.

There is no obligation to have a Parliamentarian, but the role can be a helpful one in facilitating the work of the General Assembly, especially when addressing questions around procedure. There is no obligation to have the same person in both roles, but this may well prove more efficient.

5.6.1 Role of the Parliamentarian (General Assembly)

The Rules of Procedure (R11.1.4) set out that the role of the Parliamentarian is to support the President or Chair in determining all matters of procedure for which there is no provision in these Rules. This also includes providing interpretations of IFLA's existing Statutes and Rules of Procedure, in situations of lack of clarity on a given point.

The role of the parliamentarian is purely advisory, and their responsibility is to the President or Chair. It is the President or Chair's responsibility to make requests for the Parliamentarian's views. There is no obligation on the President or Chair to follow the advice given. The Parliamentarian may also be called upon for guidance in the preparation of General Assemblies.

The Parliamentarian is expected to be present (virtually or in person) at General Assemblies. They should not be able to vote on any motions brought to the General Assembly, and only have the right to speak if invited to do so. They may highlight informally, to the President, potential departures from the Statutes or Rules. The President will decide how to respond in such situations.

The Parliamentarian is subject to any broader code of conduct applying to IFLA volunteers.

5.6.2 Appointment of the Parliamentarian for the Governing Board

The nature of the role of the Parliamentarian implies that it should be held by someone who can demonstrate:

- Knowledge of meeting procedure, e.g. Robert's Rules of Order
- Experience as a Board member
- Knowledge of the IFLA Statutes and Rules of Procedure
- Willingness and ability to devote time and energy to the role – this is usually several hours per month, in addition to attendance at meetings and the necessary preparation
- An ability to recognize the need to protect personal and privileged information (including compliance with the General Data Protection Regulation).

The holder should also be able to provide solid justification for any recommendations made.

The person holding the role of Parliamentarian should not be an IFLA staff member or individual contractor engaged for other purposes. In the case of an individual named to this role in a private capacity, they should not be paid for their work, but may receive reasonable compensation for expenses incurred in the course of their work. If a company is hired to fulfil this role, they may be paid a reasonable sum for the work carried out. In either case, any potential conflicts of interest should be highlighted at the earliest opportunity, and measures taken to avoid them.

The Parliamentarian is appointed by the Governing Board as a whole, for a period of four years, in order to enable them to develop experience with IFLA governance and share that expertise with consecutive Governing Boards.

To this end, at the start of an appointment process, the Governing Board should agree a specification for the role, indicating the role, expectations of candidates, and terms of engagement. This should be published on the IFLA website, IFLA-L mailing list and Officers' Basecamp. There should be a deadline of applications no less than four weeks.

Subsequently, a Governing Board working group comprising the President, President-elect and Secretary-General (or the person acting in this role) should review applications and conduct interviews. Candidates should at this stage be able to provide two referees who can support their bids, as well as declaring any conflicts of interest.

The group will then make recommendations to the Governing Board, which will make a final decision. The successful candidate will subsequently benefit from an induction process in order to be able to fulfil their role most effectively.

In their engagement with the General Assembly, the Parliamentarian is bound to declare any conflicts of interest, and to abstain from discussions where they have a conflict or potential conflict of interest. They should abide by IFLA's Code of Ethics for Volunteers (once prepared).

To note, it is assumed that the Parliamentarian to the General Assembly, and that to the Governing Board (see 6.5 below) is the same person, and so subject to the same appointments procedure.

The term of the General Assembly Parliamentarian should be up to two years, renewable once, with terms coinciding with the term of the Governing Board. They cannot be removed unless by a majority vote of the Governing Board.

6. Governing Board

6.1 GB Role, Purpose and Activities

IFLA's Governing Board is responsible for the management of the Federation in accordance with Article 17.2, as set out in IFLA's Statutes.

It has a mandate to develop strategic priorities and plans for the Federation and monitor their progress; adopt IFLA's annual budget; appoint the Secretary General; establish councils, advisory, professional and regional units, groups, committees, offices or other bodies; and develop and approve Rules of Procedure. It also represents IFLA in legal and other formal proceeding.

In its oversight of the Federation, the Governing Board is guided by principled goal setting, effective decision making and appropriate monitoring of performance. It supports and works with the Secretary General to manage resources, deliver the Strategy, and prepare major issues for consideration by the General Assembly.

Governing Board members are required to comply with IFLA's Code of Conduct and Ethics for the IFLA Governing Board to ensure high standards of behaviour are observed by all Governing Board members. The Code is intended to focus GB members on areas of ethical risk, provide guidance to help them recognise and deal with ethical issues, foster a culture of honesty and accountability, deter wrongdoing and promote fair and accurate disclosure and financial reporting. GB members should familiarise themselves with this Code and take reasonable action to clarify any concerns.

The Governing Board is, in particular, responsible for ensuring that a transparent and fair process is adopted for each election and appointment to the Federation's Governing Board, councils, advisory, professional and regional units, groups, committees, offices or other bodies (abbreviated as committees and bodies in this section). In this, it follows the provisions of the Statutes and Rules of Procedure.

They should, before the end of the year before an election year, confirm the nominations, elections and appointments process. This should include timings (including the deadline for members and affiliates to (re)join IFLA or (re)register to sections in order to have nomination and voting rights), as well as a clear plan for encouraging a diverse range of candidates from among those eligible. On this basis, a guide will be prepared for the use of nominators and candidates alike.

6.1.1 Relationship with other committees and bodies

The Governing Board has overall responsibility for establishing and defining clear terms of reference for all professional, regional, and other groups, committees, bodies and offices (including roles, purpose, membership and responsibilities). The Governing Board is also responsible for approving reporting and reviewing procedures, as well as the procedures for evaluating, dissolving or winding up

groups, committees, bodies and offices as appropriate, although they can delegate this work to other committees or bodies of the Federation.

The Governing Board directly oversees the work of the following bodies:

IFLA's **Professional and Regional Councils** have key roles in inspiring, leading and coordinating the work of IFLA's professional and regional structures respectively. They report to the Governing Board through their chairs, who are ex officio members of the Governing Board. In turn, these chairs ensure a flow of information from the Governing Board to the bodies that they oversee. See chapters 8 and 13 for more about the Professional Council and Regional Council respectively.

IFLA's **Advisory Committees** (Copyright and other Legal Matters, Cultural Heritage, Freedom of Access to Information and Freedom of Expression, Standards), which provide advice to the Governing Board in their areas of expertise, as well as raising issues of interest to IFLA. See Chapter 7 for more information about Advisory Committees.

IFLA's **Finance and Risk Committee**, chaired by the IFLA Treasurer, and made up of three other GB members, and a co-opted external member, is responsible for advising the Governing Board on the financial and risk management of the Federation, with a view to ensuring long-term sustainability of the organisation.

The Governing Board does have the possibility to set up new bodies in order to support it in its work. As for other IFLA bodies (Professional and Regional Division Committees, Professional Section Standing Committees, Special Interest Groups, Working Groups, Networks, and Review Groups), the Governing Board oversees their work indirectly, through one of the Councils or Advisory Committees.

- ⇒ For example, if a Section wishes to propose an IFLA statement, the Governing Board will formally approve this, following deliberations and a recommendation from the Professional Council.

6.2 Membership, nominations, elections and vacancies

The IFLA Governing Board consists of eleven members – three elected officers (President, President-elect, and Treasurer), three ex officio members (Chairs of the Professional Council, Regional Council, and Management of Library Associations Section), and five elected members-at-large. The Secretary General acts as Secretary of the Governing Board, in a non-voting capacity.

Collectively, Governing Board members are responsible for fulfilling the overall responsibility of the Board for overseeing the management of the Federation. The Board is responsible for governance, financial and professional matters, ensuring sustainability, and developing and overseeing the strategic direction of the Federation.

6.2.1 Role of the President

The **President** leads IFLA and acts as its chief representative to governments, allied industry, and national and international organisations and bodies. They chair the Governing Board and preside over the General Assembly, and work closely with the Secretary General to advance the Federation's goals.

The President serves a term of two years, non-renewable. They take on the role automatically after having held the role of President-elect in the previous mandate. A departing President cannot then immediately return to the Governing Board.

The President can, jointly with either the President-elect or with the Treasurer, represent the Federation in line with Article 17 of the Statutes.

6.2.2 Role of the President-elect

The **President-elect** works closely with the President, Governing Board and Secretary-General, deputising for the former where necessary in representing IFLA and chairing meetings. The term of the President-elect provides an opportunity to develop understanding and experience of leading the Federation, as well as identifying priorities and contributing to the work of the Governing Board, prior to taking on the role of President.

The President-elect may, jointly with either the President or with the Treasurer, represent the Federation in line with Article 17.3 of the Statutes, or may authorise the Secretary General to do so on their behalf.

The President-elect serves a term of two years, after which they automatically become President. As such, they can only serve one term as President-elect.

Anyone can stand for the position of President-elect. Candidates do not have to be an IFLA Member or Affiliate and, if elected, are elected in their own right and not as the representative of their employer or nominator.

- ⇒ Current Governing Board Members can also stand for this role, even if they have already served two consecutive terms.

At the beginning of each election cycle, the outgoing Governing Board will set out the expectations of candidates in terms of skills and experience, as well as what they need to do in terms of explaining motivation.

To be nominated for the position of President-elect, a candidate needs at least ten nominations from IFLA Members or Affiliates. In turn, each Member or Affiliate can only make one nomination each for the post of President-elect. A nomination only becomes valid when there is a match between the number of required nominations and a completed nominee consent form.

All IFLA Members can vote in elections for the role of President-elect, with the voting weights set out in Article 12.2 of the Statutes applying:

National Associations:

- Operating expenditure of less than €50000: 10 votes
- Operating expenditure is between €50 000 and €499 999: 20 votes;
- Operating expenditure is between €500 000 and €2 999 999: 30 votes;
- Operating expenditure of €3 000 000 or more: 40 votes

International Association Members: 5 votes each

Other Association Members: 2 votes each

All other Members, including institutions and Honorary Fellows: 1 vote each.

Individual Affiliates have the right to nominate candidates for the position of President-elect, Treasurer and other elected places on the Governing Board but may not vote in the elections for these positions. (Rule 6.1.1.6)

6.2.3 Role of the Treasurer

The **Treasurer** is responsible for chairing IFLA's Finance and Risk Committee, responsible for advising the Governing Board on the financial and risk management of the Federation. In their leadership role, the Treasurer will take responsibility for advancing this work, and developing strategies to deliver on this objective. When the President and President-elect are unavailable, the Treasurer may chair the General Assembly.

The Treasurer can, jointly with either the President or President-elect, represent the Federation in line with Article 17 of the Statutes.

The Treasurer serves a term of two years. This may be renewable, as long as the total number of consecutive terms served on the Governing Board does not exceed two, in line with Article 15.11 of the Statutes.

Anyone can stand for the role of Treasurer (providing that they are not limited by the number of terms served on the Governing Board, as above). Candidates do not have to be an IFLA Member or Affiliate and, if elected, are elected in their own right and not as the representative of their employer or nominator.

At the beginning of each election cycle, the outgoing Governing Board will set out the expectations of candidates in terms of skills and experience, as well as what they need to do in terms of explaining motivation.

To be nominated for the position of Treasurer, a candidate needs at least five nominations from IFLA Members or Affiliates. In turn, each Member or Affiliate can only make one nomination each for the post of Treasurer. A nomination only

becomes valid when there is a match between the number of required nominations and a completed nominee consent form.

All IFLA Members can vote in elections for the role of Treasurer, with the voting weights set out in Article 12.2 of the Statutes applying – see the section on the President-elect for more.

Individual Affiliates have the right to nominate candidates for the position of President-elect, Treasurer and other elected places on the Governing Board but may not vote in the elections for these positions. (Rule 6.1.1.6)

6.2.4 Role of the Governing Board Members-at-large

Governing Board Members-at-Large (five in total) work with other Governing Board members to fulfil the Board's role in overseeing IFLA's work to build a strong and united global library field. Its members develop strategic priorities and directions for IFLA, adopt budgets and plans, and act as stewards of the Federation. They are ambassadors for IFLA in their own countries and regions, helping to deliver on our Federation's goals and values.

They may deputise for the President, President-elect or Treasurer in chairing the General Assembly. See Chapter 5 for more information.

Governing Board Members-at-Large serve a term of two years, once renewable, as long as the total number of consecutive terms served on the Governing Board does not exceed two, in line with Article 15.11 of the Statutes.

Anyone can stand for the role of Governing Board Member-at-Large (providing that they are not limited by the number of terms served on the Governing Board, as above). Candidates do not have to be an IFLA Member or Affiliate and, if elected, are elected in their own right and not as the representative of their employer or nominator.

At the beginning of each election cycle, the outgoing Governing Board will set out the expectations of candidates in terms of skills and experience, as well as what they need to do in terms of explaining motivation.

To be nominated for the position of Governing Board Member-at-Large, a candidate needs at least five nominations from IFLA Members or Affiliates. In turn, each Member or Affiliate can make up to five nominations each for the post of GB Member-at-Large. A nomination only becomes valid when there is a match between the number of required nominations and a completed nominee consent form.

All IFLA Members can vote in elections for the role of Governing Board Member-at-Large, with the voting weights set out in Article 12.2 of the Statutes applying – see the section on the President-elect for more. The Standard provisions on elections apply (see Chapter 15.1).

Individual Affiliates have the right to nominate candidates for the position of President-elect, Treasurer and other elected places on the Governing Board but may not vote in the elections for these positions. (Rule 6.1.1.6)

6.2.5 Role of the Professional Council Chair

The **Professional Council Chair**, in addition to being an ex officio member of the Governing Board, leads the work of the Professional Council, which ensures coordination of the work of the IFLA Professional Units who are responsible for professional activities, policies and programmes - Sections, Special Interest Groups, Working Groups, and Networks. They represent the Professional Council on the Governing Board and play a key role in decisions regarding the IFLA World Library and Information Congress. See Chapter 8 for more information.

The Professional Council Chair may deputise for the President, President-elect or Treasurer in chairing the General Assembly. See Chapter 5 for more information.

6.2.6 Role of the Regional Council Chair

The **Regional Council Chair**, in addition to being an ex officio member of the Governing Board, leads the work of the Regional Council, which ensures coordination of the work of IFLA's Regional Division Committees. They serve a term of two-years (non-renewable), and represent the Regional Council on the Governing Board, and otherwise serve in a personal capacity, rather than representing their employer or nominators. See Chapter 13.2.1 for more information.

The Regional Council Chair may deputise for the President, President-elect or Treasurer in chairing the General Assembly. See Chapter 5 for more information.

6.2.7 Role of the Management of Library Associations Section Chair

The **Chair of the Management of Library Associations Section**, in addition to being an ex officio member of the Governing Board, leads the work of the Standing Committee of the Management of Library Associations Section (MLAS). See Section 10 for more information about the work of IFLA's Sections.

The Chair of MLAS may deputise for the President, President-elect or Treasurer in chairing the General Assembly. See Chapter 5 for more information.

They serve a term of two years, renewable once. Only elected members of the MLAS Standing Committee may stand. Candidates do not have to be an IFLA Member or Affiliate and if elected, are elected in their own right and not as the representative of their employer or nominator.

To be nominated for the position of MLAS Chair, a candidate can nominate themselves. All members of the MLAS Standing Committee may vote for the Chair, with one vote each, through a written procedure in line with the standard provisions on elections (see Chapter 15.1).

6.2.8 Casual Vacancies

Where the President of the Governing Board is unable to fulfil their role for a short period of time, the President-elect shall deputise. Similarly, if the Chairs of the Professional or Regional Councils, or the Standing Committee of the Management of Library Associations Section are unable to fulfil their roles for a short period, the Vice-Chairs of the Professional or Regional Council, or Secretary of the Management of Library Associations Section (as appropriate) shall deputise. They receive all relevant support to facilitate their participation, on the same terms as the person they are replacing.

In other cases, the Governing Board shall decide how to allocate responsibilities during the period of absence.

Where the President is no longer able to fulfil their roles, they shall be succeeded by the President-elect, who will therefore assume the role of President of IFLA early, and then go on to fulfil their planned mandate.

Where other post-holders are no longer able to fulfil their roles, the Governing Board will organise a new election, following the same rules as for standard elections (see Section 15.1).

6.3 Role and Appointment of Sub-Committees (Including Finance and Risk Committee, Appeals Panel)

6.3.1 Finance and Risk Committee (FRC)

As set out in the Rules of Procedure (R14.3.1-R14.3.1.3), the Finance and Risk Committee is responsible for advising the Governing Board on the financial and risk management of the Federation, with a view to supporting long-term sustainability.

As such, it leads in discussing and preparing proposals around IFLA's budget and risk planning for the Governing Board, working closely with the IFLA Secretary General. It maintains a register of the risks faced by IFLA in order to support planning.

The Finance and Risk Committee is chaired by the IFLA Treasurer. There should be a minimum of three additional members of the Governing Board, as well as an external member with experience in Dutch law and audit practices.

- ⇒ It may make sense to maintain an odd number of additional Governing Board members. As such, with the addition of the Treasurer and the external member, there can be an odd number of FRC members, which makes it easier to take decisions in case of voting.

All of these members serve a term of two years, aligned with that of the Governing Board as a whole.

The additional Governing Board members should be appointed to the FRC in a fair and transparent manner.

Candidates for positions on the FRC should be welcomed on the basis of a set of criteria for membership agreed by the Governing Board. GB members should have sufficient time to respond to this call and provide a short description of why they can meet the requirements, and then a secret vote will take place between GB members, under the oversight of the Treasurer.

As for the external member, the Governing Board should agree on a set of requirements for the role-holder, and then circulate these as part of a call for candidates, with a reasonable time left for responses which set out how each candidate is suited to the role.

- ⇒ Given the specificities of the role – notably an understanding of Dutch law and audit practices, it will make sense to draw on contacts within the Netherlands in order to ensure that the widest possible range of eligible candidates are informed about the call.

Once responses to the call are received, the Governing Board will take a vote to decide which of the candidates is the best for the role.

The external member also serves a term of two years, once renewable.

6.3.2 Appeals Panel

In line with Article 5.3 of the Statutes and Rule R5.3 of the Rules, the Governing Board is required, in the case of an appeal against a termination of membership, to name an Appeals Panel of three people, inclusive of a Convenor who can consider relevant information and make a recommendation to the Governing Board

The Rules of Procedure (R5.3) indicate that the Standing Appeals Panel can be appointed as required. However, with a two-week deadline between the submission of an appeal and the making of a request to the Appeals Panel, it is wise to name at least a Convenor who can be called upon, as well as other panel members who can be available if needed. As highlighted in the Rules, the Panel does not need to meet in person, and can carry out their work through remote meetings, or correspondence.

In order to determine the Convenor and members of the Appeals Panel, the Governing Board will need to identify individuals who can act in a personal capacity.

==> In making decisions around who should be on the Appeals Panel, important criteria will include familiarity with IFLA's Statutes and Rules of Procedures, as well as with IFLA's Membership structure and processes. Panels should also include a diversity of experiences in order to maximise the quality and legitimacy of its decision-making.

6.4 Meetings and Planning

The provisions in Section 17.5 of this Handbook apply.

The Governing Board should meet at least three times a year, including at least once at the time of the World Library and Information Congress. It may find that more regular meetings can help in advancing its work, as well as allowing for greater responsiveness to emerging events and deadlines. Meetings can take place in person, online, or through a combination of the two.

The date and time of meetings of the Governing Board should be announced at least four weeks in advance of the meeting, although in the case of urgent business, this may be shorter. The IFLA President officially calls meetings of the GB but may delegate the sending of agendas and other contacts to the Secretary General. Typically, GB members will agree on the date of the next meeting at the end of the previous one.

In the case of virtual or hybrid meetings, it will make sense to find times that suit the maximum number of Governing Board members. Care should be taken to hold these at times that accommodate different time zones.

- ⇒ Governing Board meetings do not always need to be held at the same time of day, if this will help ensure that members are not always obliged to attend at unsociable times.

Documents should be provided to the GB in a standard format, highlighting in particular any resolutions that need to be made, at least one week before the meeting. Exceptionally – for example in the case of reports of meetings that take place subsequent to this deadline – documents may be delivered on shorter notice.

A quorum for the Governing Board consists of six members, joining in person, by teleconference or remotely otherwise, or who are represented by proxy. Voting takes place by show of hands, or by an indication of votes electronically, for example through the chat function in an online meeting platform. Each member has one vote, and resolutions are passed by simple majority.

By default, meetings take place in an open format. However, the GB may decide to close meetings to observers. Such closed sessions (sometimes called “in camera”) should be declared in advance. Similarly, the GB can meet without the Secretary General or people delegated by the SG when discussing their performance. Such discussions should also be communicated in advance, and provision made to take and share minutes of such sessions with the Secretary General. The purpose of closing the meeting should be minuted. (R28.1.6)

The IFLA President chairs meetings of the Governing Board, with the President-elect stepping in, in the case of the absence of the President. In the absence of the

President-elect, the Treasurer or another member of the Governing Board shall chair the meeting.

At the beginning of meetings, members and other attendees should declare any potential conflicts of interest. The Chair – or the relevant person on their own behalf – under the advice of the GB, may decide that they should leave the meeting during agenda items related to such conflicts.

The Governing Board may wish to plan its work over the year in consultation with the Secretary General, including around key decisions that may need to be taken throughout the year, for example around the Federation's budgeting, audit, annual report, and the World Library and Information Congress.

6.4.1 Minutes of Governing Board Meeting

The Secretary General is responsible for producing minutes of Governing Board meetings. These shall be shared within one month of the meeting and are to be endorsed at the following meeting of the board.

Minutes of open sessions of meetings should serve as a management report, setting out decisions taken, and high-level summaries of discussion that shaped these, without naming individual GB members. Subsequent to their approval by the GB, these minutes shall be published on the IFLA Repository.

More detailed minutes should also be prepared, including any necessary information for future Boards to be able to fully understand the reasoning behind decisions. These shall be maintained on a platform available to GB members.

Minutes of closed sessions shall be taken under the responsibility of the President, and also shared with the GB within one month of meetings. Once approved at the following meeting, they shall be kept securely on a platform only available to IFLA Presidents.

Beyond minutes, a short summary of each GB meeting should be shared on the IFLA website, for the benefit of members, within a week of GB meetings. This should highlight key decisions and discussion topics. This is prepared under the responsibility of the President.

6.5 Role of Parliamentarian for the Governing Board

IFLA's Rules of Procedure refer twice to the role of an expert in the rules and methods of the conduct of business by boards and committees who has the responsibility to facilitate the work of the General Assembly (Rule R11.4.1) and the Governing Board (Rule R16.2). The person(s) holding this role are referred to as (the) Parliamentarian. The role of the Parliamentarian for the General Assembly is set out under Section 5.6 above.

There is no obligation to have a Parliamentarian, but the role can be a helpful one in facilitating the work of the Governing Board, especially when addressing questions around governance. There is no obligation to have the same person in both roles, but this may well prove more efficient.

6.5.1 Role of the Parliamentarian (Governing Board)

The Rules of Procedure sets out that the role of the Parliamentarian is to support the President in determining all matters of procedure for which there is no provision in these Rules. This is also likely to include providing interpretations of IFLA's existing Statutes and Rules of Procedure, in situations of lack of clarity on a given point.

The role of the parliamentarian is purely advisory, and their responsibility is to the President. It is the President's responsibility to make requests for the Parliamentarian's views, although other Governing Board members may make suggestions to do this. There is no obligation on the President, or the Board as a whole, to follow the advice given, but the advice should in any case be included in the detailed minutes of meetings. The Parliamentarian may also be called upon outside of meetings to offer advice. In turn, the Parliamentarian should have all necessary access to Governing Board minutes in order to be able to fulfil their role.

The Parliamentarian may also be called upon to provide advice on wider governance questions, on the same basis as in the previous paragraph.

There is no obligation on the Parliamentarian to attend Board meetings, but they may be invited to attend as an observer. As a non-member of the Governing Board, they only have the right to speak if invited to do so. They may highlight informally, to the President, potential departures from the Statutes or Rules. The President will decide how to respond in such situations.

The Parliamentarian is subject to any broader code of conduct applying to IFLA volunteers.

Throughout this section, references to the President should be understood as meaning the person chairing Governing Board meetings.

6.5.2 Appointment of the Parliamentarian for the Governing Board

The nature of the role of the Parliamentarian implies that it should be held by someone who can demonstrate:

- Knowledge of meeting procedure, e.g. Robert's Rules of Order
- Experience as a Board member
- Knowledge of the IFLA Statutes and Rules of Procedure

- Willingness and ability to devote time and energy to the role – this is usually several hours per month, in addition to attendance at meetings and the necessary preparation
- An ability to recognize the need to protect personal and privileged information (including compliance with the General Data Protection Regulation).

The holder should also be able to provide solid justification for any recommendations made.

The person holding the role of Parliamentarian should not be an IFLA staff member or individual contractor engaged for other purposes. In the case of an individual named to this role in a private capacity, they should not be paid for their work, but may receive reasonable compensation for expenses incurred in the course of their work. If a company is hired to fulfil this role, they may be paid a reasonable sum for the work carried out. In either case, any potential conflicts of interest should be highlighted at the earliest opportunity, and measures taken to avoid them.

The Parliamentarian is appointed by the Governing Board as a whole, for a period of four years, in order to enable them to develop experience with IFLA governance and share that expertise with consecutive Governing Boards.

To this end, at the start of an appointment process, the Governing Board should agree a specification for the role, indicating the role, expectations of candidates, and terms of engagement. This should be published on the IFLA website, IFLA-L mailing list and Officers' Basecamp. There should be a deadline of applications no less than four weeks.

Subsequently, a Governing Board working group comprising the President, President-elect and Secretary-General (or the person acting in this role) should review applications and conduct interviews. Candidates should at this stage be able to provide two referees who can support their bids, as well as declaring any conflicts of interest.

The group will then make recommendations to the Governing Board, which will make a final decision. The successful candidate will subsequently benefit from an induction process in order to be able to fulfil their role most effectively.

In their engagement with the General Assembly, the Parliamentarian is bound to declare any conflicts of interest, and to abstain from discussions where they have a conflict or potential conflict of interest. They should abide by IFLA's Code of Ethics for Volunteers (once prepared).

To note, it is assumed that the Parliamentarian to the Governing Board, and that to the General Assembly (see 5.4 above) is the same person, and so subject to the same appointments procedure.

6.5.3 Proxy voting at Governing Board meetings

Each Governing Board member may nominate another member to exercise proxy votes on that member's behalf at a meeting of the Governing Board. Such members must notify the President of the appointment of a proxy holder at least forty-eight (48) hours in advance in writing or by electronic communication.

6.5.4 Parliamentarian on the Governing Board

Although not specified in the Statutes or Rules of Procedure, the Governing Board may request that the Parliamentarian attend Governing Board meetings to advise on good decision making and meeting procedure.

6.6 Evaluation and Review

The Governing Board should Refer to Rule 14.1

The Governing Board is responsible for regularly reviewing its operation and management of the Federation to ensure that it is achieving its role and remit. In line with Rules R14.1 of the Rules of Procedure, it should incorporate self-evaluation exercises or surveys on a regular basis, assessing their collaboration, the effectiveness of meetings and wider work, and exploring means of improvement. Such discussions could take place during closed sessions. The President shall lead this exercise, unless in agreement with the Governing Board this responsibility is delegated to another member of the Governing Board or an external facilitator.

In addition, it will review its Governing Board sub-committees, Governing Board working groups and other meetings to confirm that they are achieving their role and remit. As part of its business planning, it agrees on the frequency and procedure for this review.

7. Advisory Committees

7.1 List of the Advisory Committees

IFLA has four Advisory Committees:

- Advisory Committee on Copyright and other Legal Matters (CLM)
- Advisory Committee on Cultural Heritage (CCH)
- Advisory Committee on Freedom of Access to Information and Freedom of Expression (FAIFE)
- Advisory Committee on Standards (CoS)

Furthermore, reporting to the Advisory Committee on Standards, there are four Review Groups:

- Bibliographic Conceptual Models Review Group (BCM RG)
- International Standard Book Description Review Group (ISBD RG)
- IFLA Linked Data Technical Review Group (LIDATEC)
- UNIMARC Committee

7.2 Role, purpose and activities

IFLA's **Advisory Committees** work to raise awareness of subjects in their areas of expertise inside the library field and beyond, cooperating with other committees and groups where needed. They monitor the status of relevant issues around the world and highlight situations where IFLA may wish to get involved.

In line with the Rules of Procedure, they:

- Provide practical advice to the Governing Board in the Committee's area of expertise and respond to relevant questions and requests.
- Raise awareness of their areas of expertise inside the library field and beyond.
- Cooperate with other committees and groups in support of the Federation's and the Committee's overall goals.
- Monitor the status of relevant issues around the world and highlight situations where the Federation may wish to get involved.
- Support the development of relationships with relevant global and regional organisations on issues for which the advisory committee is responsible.
- Advise the Governing Board and Secretary General about other potential partnerships.
- Support the Federation's policy development and advocacy.

IFLA's **Review Groups** maintain and update key IFLA Standards, as well as working to promote them across the library sector and ensure their usability. Section 8 for more information.

Activities: Advisory Committees and Review Groups identify activities by which they can deliver on the IFLA Strategy, in line with their own terms of reference. In many cases, these activities are relatively tightly prescribed by these documents, for example as concerns work to review, update, or provide guidance around standards. In others, committees have more room to determine what sort of activities or outputs will best allow them to achieve their missions.

- ⇒ Advisory Committees may, for example, consider initiating the preparation of policy or professional statements, manifestos, positions, research projects or standards.

In practical terms their function of advising the GB can take place in one or more of the following ways:

- By the Governing Board proactively requesting advice or work on questions or issues of interest or relevance,
- By the provision of comments and suggestions by the Governing Board on proposed areas for Advisory Committee Action Plans, and subsequent approval
- By receiving, discussing, and providing feedback on reports provided by the Advisory Committee to the Governing Board
- By providing formal approval for statements prepared by Advisory Committees, as well as providing approval for decisions such as the appointment of External Advisors
- By holding dialogues, at least once per mandate, between the Governing Board and Advisory Committee chairs in order to encourage stronger understanding of and reflection on the Committees' work and its relevance to IFLA.

7.2.1 Terms of Reference per Committee

The **Advisory Committee on Copyright and other Legal Matters (CLM)** has the following purpose: to represent the voice of the international library community in copyright, intellectual property and other legal concerns. CLM provides advice to the Governing Board and Secretary General on these issues in relation to IFLA's strategic directions and works in consultation with other relevant IFLA professional programmes and sections.

The responsibilities of the CLM Advisory Committee are to:

- advise the IFLA Governing Board on:
 - copyright and intellectual property
 - economic and trade barriers to the acquisition of library and information materials
 - internet governance
 - data protection, privacy and surveillance
 - subscription and license agreements
 - other legal matters of international significance to library and information services

- monitor the state of CLM matters affecting the library and information community worldwide;
- promote awareness of and activities related to copyright and other legal matters affecting the library and information community worldwide;
- support IFLA policy development on matters within the Committee's areas of expertise, directly or indirectly related to library and information services,
- collaborate with IFLA's advisory committees and professional units where specific expertise may be provided by CLM or drawn from IFLA's committees and their networks;
- cooperate with other international and regional organisations to advance IFLA's positions and policies relating to CLM.

The **Advisory Committee on Cultural Heritage (CCH)** has the following purpose: to provide advice to the Governing Board and Secretary General on the strategic directions of the Cultural Heritage Programme. The Committee works in consultation with other relevant IFLA preservation and conservation, and cultural heritage activities as well as relevant IFLA Sections and Regional Divisions.

The Committee complements the work of the Governing Board and IFLA staff. It does not remove or replace any of the responsibilities and duties of the Governing Board or the Secretary General and staff.

CCH has the following responsibilities:

- Advise the Governing Board on the strategic priorities and activities of IFLA units working on questions associated with cultural heritage
- Participate in awareness raising of cultural heritage activities to IFLA members and strategic partners
- Support IFLA's policy development and advocacy in areas relevant to cultural heritage
- Liaise with the Governing Board's Professional Council on the participation of IFLA's professional units in cultural heritage activities, and the Regional Council on the participation of regional units.
- Advise the Governing Board on the implementation of the IFLA Principles of Engagement in library-related activities of disaster risk reduction and in times of conflict, crisis or natural disaster
- Represent IFLA where required.

The **Advisory Committee on Freedom of Access to Information and Freedom of Expression (FAIFE)** has the following purpose: to defend and promote the basic human rights defined in Article 19 of the Universal Declaration of Human Rights. FAIFE provides advice to the Governing Board and Secretary General on these issues in relation to IFLA's Strategy and works in consultation with other relevant IFLA Professional and Regional units. The Committee complements the work of the Governing Board and IFLA Staff. It does not remove or replace any of the responsibilities of the Governing Board or the Secretary General and staff.

The responsibilities of the FAIFE Advisory Committee are to:

- advise the Governing Board on freedom of access to information and freedom of expression in all aspects, directly or indirectly related to library and information services;
- monitor the state of intellectual freedom affecting the library and information community worldwide;
- promote awareness of and activities related to freedom of access to information and freedom of expression;
- encourage reflection on and activities supporting the understanding of fundamental library principles and ethics;
- support IFLA policy development on freedom of access to information and freedom of expression aspects, directly or indirectly related to library and information services,
- collaborate with IFLA's advisory committees, and professional and regional units where specific expertise may be provided by FAIFE or drawn from IFLA's committees and their networks;
- cooperate with other international human rights organisations and respond to violations of freedom of access to information and freedom of expression as defined in Article 19 of the Universal Declaration of Human Rights.

The **Advisory Committee on Standards (CoS)** has the following purpose: to provide advice to the Governing Board and IFLA professional units on the strategic and ongoing management of the Federation's professional standards. The Committee forms the central focus for standards in order to raise the visibility of IFLA's standards within and beyond the IFLA membership, and to manage the development, maintenance, storage and access for all IFLA standards documents.

The responsibilities of the Advisory Committee on Standards include:

- providing a central focus for standards in order to raise the visibility of IFLA's standards among IFLA members and beyond, including by:
 - promoting IFLA standards to IFLA members and the wider public through relevant media (newsletter(s), web pages, the IFLA Journal and other means);
 - developing relationships with relevant external bodies, for example, other standards-issuing organisations such as ISO, AFNOR, DIN, etc. to take advantage of synergies and to promote IFLA's standards and represent IFLA's views.
 - providing advice to the Governing Board on IFLA representation in standards-related bodies (both within IFLA's organisation and external to IFLA);
 - organising an open programme during the IFLA WLIC on a theme relevant to standards.
- ensuring the maintenance of IFLA standards through a common approach for their creation, development, translation, validation, publishing and version control, including by:
 - ensuring procedures for doing so are current and widely available;

- monitoring the development of new or revised standards and propose their validation to the Governing Board, in coordination with the Professional Council;
- providing support for IFLA units during the development and validation processes.
- coordinating maintenance, storage and access for all IFLA standards documents, including by:
 - ensuring that digital versions of standards are accessible and stored in the IFLA Repository, which connects to appropriate IFLA web pages;
 - ensuring that a listing of standards according to categories and purposes, news of ongoing standards work, and publication information is maintained on IFLA's website;
 - ensuring that IFLA standards published as linked data meet the requirements proposed by the IFLA Linked Data Technical Review Group (LIDATEC), to ensure compatibility of IFLA standards with the semantic web.
- supporting IFLA's Strategy and activities undertaken within the context, including by;
 - undertaking strategic planning for standards;
 - providing support to IFLA HQ for other professional activities, development and implementation of policies, and communication in relation to standards;
 - dealing with any other matters relating to IFLA's standards that are referred to the Committee by the Governing Board.

Four Review Groups report to the Advisory Committee on Standards. (Section 8.1 for TOR and other details). The Review Groups are:

- BCM Review Group
- ISBD Review Group
- LIDATEC Review Group
- UNIMARC Committee

7.2.2 Relationship with other committees and bodies

Advisory Committees have a mandate to cooperate with other IFLA committees in order to promote coordination in their areas of expertise, as well as to provide support to IFLA's wider work. In particular, the Regional Council and Regional Division Committees may both seek Advisory Committees' expertise in defining and delivering their own actions, and work to deliver on policy priorities developed by the Advisory Committees. Similarly, Advisory Committees may provide specific expertise or support to the work of the Professional Council and Units.

- ⇒ Usually, contact between Chairs should provide a means of coordinating and information-sharing between committees, but other options include joint sessions at Congresses, sharing drafts of documents for mutual review, and making presentations in meetings.

7.3 Roles within Committees, nominations, appointments and vacancies

IFLA's **Advisory Committees** are made up of nine members and a chair, appointed by the Governing Board for a term of two years, renewable once, as well as a number of ex officio observers and expert advisors. More details are provided below.

7.3.1 Roles within Committees

The only official officeholder in an Advisory Committee is the Chair. Their role is to lead work to provide practical advice to the Governing Board and the Secretary General, raise awareness of copyright and other legal issues in the library field and beyond, and oversee cooperation with other committees and groups in support of the Federation's and the Committee's overall goals.

Advisory Committees may choose to elect people to other roles, such as that of a Secretary/Vice-Chair, or to allocate responsibility for communications. They should be elected by the Committee in an open and transparent fashion. Holding such a role does not grant additional rights or powers compared to other Advisory Committee Members.

7.3.2 Ex Officio Members

The Advisory Committees have the following ex officio observers. They participate in the work of Advisory Committees because of their roles elsewhere. Ex officio members may serve for more than four years, depending on the conditions under which they hold the office which allows for participation in the Advisory Committees.

- ⇒ In other words, a Section Standing Committee may ask one person to act as their representative on an Advisory Committee for the duration of their two terms (up to 8 years). This may be the Chair, another Officer, or someone else. Some roles, such as Head of WIPO SCCR Delegation, are directly appointed by the Governing Board.

Advisory Committee Copyright and other Legal Matters

- Chair of the Advisory Committee on Freedom of Access to Information and Freedom of Expression
- Head of the IFLA Delegation to the World Intellectual Property Organization's Standing Committee on Copyright and Related rights

Advisory Committee on Cultural Heritage

- Representative of the Preservation and Conservation Centres
- Representative of the Preservation and Conservation Section
- Representative of the National Libraries Section
- Representative of the Audiovisual and Multimedia Section
- Representative of the Indigenous Matters Section
- Representative of the Rare Books and Special Collections Section

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

- Chair of the Advisory Committee Copyright and other Legal Matters

Advisory Committee on Standards

- Chair of the BCM Review Group
- Chair of the ISBD Review Group
- Chair of the LIDATEC Review Group
- Chair of the UNIMARC Committee
- Representative of the Conference of Directors of National Libraries

The IFLA Secretary General or their representative also attends meetings of Advisory Committees in an advisory role.

7.3.3 Expert Advisors

In addition to the nine appointed members and Chairs, Advisory Committees (AC) may also have up to five co-opted expert advisors. Expert advisors are experienced individuals who can contribute specific expertise to the committee.

An expert advisor role can allow an Advisory Committee Chair to respond to needs for expertise within the committee, in terms of thematic knowledge, regional experience or beyond. It is possible for an outgoing committee member (for example because they have completed their terms) to then be appointed as an expert advisor, although in doing so, the diversity of the committee as a whole should be considered.

7.3.4 Nominations and Appointments

The Chairs and members of IFLA's Advisory Committees are appointed around the same time as the Governing Board and other elections take place.

At the beginning of the process, the expectations of candidates for the positions of AC chair and members are agreed by the Governing Board, with reference to the tasks that they and the AC as a whole will be expected to undertake. Anyone who can fulfil the requirements can be eligible to be nominated as a candidate. There is however a two-term limit on chairs and members.

- ⇒ Requirements need to be set out clearly and be carefully designed so as to promote as diverse as possible a range of candidates who can fulfil the role.

National and International Association Members may make a single nomination for each AC chair role, and up to nine nominations for members of each AC. All other Members may make up to nine nominations for members of each AC. There should be a period of at least 6 weeks to receive nominations, as well as all reasonable effort to promote the possibilities open to potential candidates in order to maximise the number of applications and their diversity.

Only one nomination is needed in order to validate a candidacy, but there must also be an indication from the candidate that they are willing and able to take on the role.

Once the window for receiving nominations has closed, the Governing Board will take a decision about who to appoint to the available roles. They should aim to do this as soon as possible before the beginning of a new mandate.

In the case of AC members, they can draw on recommendations made by the outgoing Chair of the Advisory Committee, while in the case of AC chairs, they will make a decision based directly on the nominations received. Both the GB and AC chairs (as appropriate) should consider diversity of expertise and experience, as well as evidence of ability to contribute in making their decisions or recommendations.

Successful candidates for the roles of AC chair or member will need to conform with rules around the cumulation of roles as set out in Section 15 of this Handbook. They can serve for two terms only as chair and/or member of a given AC. If they wish to serve again, they should wait a term, and then apply again.

7.3.5 Replacing an AC chair or member

Individuals elected to any IFLA committee are expected to participate fully in the activities of the committee. This may involve being part of smaller teams working on particular activities, responding to emails, attending meetings (virtual or physical) and providing input and contributions to the work of the committee. If a member is unable to attend a meeting or take part in activities for a defined time, an apology should be sent to the Chair so it can be noted in the minutes.

If a chair is unable to fulfil their role, they should indicate this to the Governing Board. If a member is in this situation, they should indicate this to the chair. Where individuals simply do not participate in the activities of the committee, they may be removed following the below process:

1. If, after 3 months, a member has not attended a meeting, has not signed up for an activity, not responded to emails, and not contributed in any way, the chair (or GB if the chair is the person in question) will investigate to ascertain the reason for the absence and lack of communication. The member or chair will be offered a choice of several ways to participate. If they cannot participate, the member or chair will be asked to confirm if they wish to step down to make room for another person to join.
2. If no response is received within two weeks, the chair (or GB) will send a follow-up written communication, asking them to respond within two weeks.
3. If there is no response to the communication after two weeks, the member or chair will be considered to have resigned.
4. The chair (or GB) will send another written communication to the individual informing them that they are considered to have resigned and will inform the GB (if necessary) and IFLA HQ.

In terms of finding a replacement for the chair, the role can temporarily be held by another member of the Committee, but this can only be confirmed by the GB. As for a replacement, the GB may wish to look first to members of the Committee who have demonstrated particular engagement or ability to lead work, for example by holding a role such as Secretary/Vice-Chair. However, a Vice-Chair/ Secretary does not automatically become the Chair.

In the case of members, there are a number of options:

- If a position becomes available at the start of a mandate (for example because a candidate has more than one other role, or has been elected to the GB), the GB can refer to the list of unsuccessful nominees for the Committee. If there are none who would have the ability to contribute, then it will make sense to move to an open call.
- If there are more than 8 months of a term to go, the default will be to follow the standard procedure for the appointment of an AC member as set out above. If it is less, the GB may seek a proposal from the Advisory Committee itself, bearing in mind the importance of ensuring a diversity of experience and expertise, as well as of members who can contribute to achieving the Committee's goals.

Replacement AC chairs and members only serve until the next elections. If a replacement chair or member is named before the half-way point of the Committee's mandate, that term counts as one term, and so they cannot stand again as chair or member at the next election. If they are named after the half-way point of the Committee's mandate, they can stand again as chair or member at the next election.

7.3.6 Ex Officio Observers

As indicated above, these are chosen by the bodies that they represent (other committees or groups in most cases, while the Governing Board appoints the head of the IFLA delegation to the World Intellectual Property Organization's Standing Committee on Copyright and Related Rights). In the event of an ex officio observer being unable to carry out their duties for longer than a short period of time (a few months), the IFLA body or organisation which they represent can nominate a new person.

Expert Advisors: Up to five expert advisors can be appointed by the Governing Board, upon recommendation by the AC chair. They can be appointed for two years, renewable once. They are appointed in the following way:

1. In discussion with the Committee, the AC Chair will identify the qualities, attributes, and benefits needed to support the Committee's work.
2. The Committee will identify potential expert advisors.
3. The Chair will make a recommendation of expert advisors to the Governing Board for discussion.

4. The Governing Board will consider the composition of the AC and decide whether the recommended expert advisors should be appointed.
5. Once approved, formal confirmation of the details of the expert advisors will be provided to IFLA HQ.
6. The AC chair will notify the expert advisors about their role once appointed.
7. The expert advisors will complete data permission forms before their name is added to the RDC's webpage.
8. Expert advisors not fulfilling their role can be removed using the same process used to remove AC members.

Potential AC expert advisors should know:

- a. A previous AC member can serve as an expert advisor.
- b. An expert advisor's term of office is one term of two (2) years. They should have a reasonable expectation of being able to serve out this term.
- c. Expert advisors are not members of the AC and do not have voting rights.
- d. Expert advisors cannot subsequently stand for election to that AC until the next elections. Similarly, having served two terms, they can only stand again for a role as an expert advisor following the next elections.
- e. Expert advisors can be appointed at any time during the term of the Standing Committee.

In the event of an expert advisor being unable to carry out their duties for longer than a short period of time (a few months), the Chair shall decide whether to nominate a replacement for approval by the Governing Board. In this case, the provisions for appointing expert advisors, as above, should be followed.

7.4 Meetings

Advisory Committees should meet at least once a year, outside of meetings at the time of the World Library and Information Congress. They will likely meet more frequently, for example in order to allow for more regular tracking of issues, to organise sessions focused on a single subject, or with a guest speaker, to simply to be able to have more time to complete their workload. For example, quarterly meetings have proven to work in general. In organising meetings.

Advisory Committees should follow the practices set out in Section 15.5 of this Handbook.

7.5 Planning, Reporting, Evaluation, and Handover

7.5.1 Action Plans

Action Plans describe what Advisory Committees are hoping to achieve and the activities in which they are involved. This assists in communication within and between IFLA Units, the Governing Board and IFLA Members. It also encourages collaboration and engagement with other IFLA Units and the wider library field and provides a basis for regular reporting.

Action plans are developed at the start of each mandate, for a two-year period. In a first phase, the Advisory Committee should submit a set of overall themes and areas for activity should first be submitted for the GB's views.

⇒ In Advisory Committee Action Plans, it is accepted that some aspects of the committees' work will consist of following external processes and responding to events, rather than being able to plan proactively or undertake specific projects.

On the basis of this, a finalised action plan developed, containing actions which contribute to the achievement of the terms of reference of the Advisory Committee. This should include outcomes, outputs, timelines, measures of impact, and an indication of potential partners for each action.

Action Plans should be approved by the Governing Board. However, they may evolve with time to reflect emerging needs, and lessons learned. Changes should be duly reported to the GB.

7.5.2 Reporting and Evaluation

Through reporting to the GB at least three times a year, ACs fulfil their mandates to provide advice. Reports should also be an opportunity to seek (and give) direction.

- ⇒ AC Chairs should highlight changes to their action plans to the Governing Board at the next opportunity, in order to allow for discussion around these if desired. If the Governing Board does not raise any concerns, changes can be considered approved.

Both halfway through and at the end of an action plan, it is worth carrying out a broader reflection on how much progress is being made, and whether revisions to action plans are needed. This can also be an opportunity to talk openly about working methods and share ideas about how to maximise effectiveness. Especially at the end of a mandate, a report should be submitted to the Governing Board.

At least once every five years, the Governing Board shall draw on these lessons and other inputs in order to carry out a formal review of each Advisory Committee, in order to consider whether their terms of reference (including their mandates, composition and other aspects included in the Rules of Procedure or this Handbook) are appropriate. Such a review can also consider the practical operation of each Committee, in order to identify good practices, or to make recommendations for improvement.

This may lead to a decision to make changes around the number and scope of the Advisory Committees, in case these are likely to improve performance.

7.5.3 Handover

Many elected and appointed roles within IFLA committees are for a limited term. This helps ensure that more Members and volunteers with a deep and wide range of

experience, skills and expertise have the opportunity to take active and responsible roles within the Federation. When an individual comes to the end of their term, or they leave the role for any other reason, it is important that their knowledge and experience of their role within IFLA is shared with their successor. This will help ensure the continuity and smooth working of the committee and its activities.

In particular, Officers with particular responsibilities (including Chair, Vice-Chair, Secretary, Information Coordinator, Convenor and any others with a formal or designated role) should ensure that their successors are fully briefed regarding the work of the Committee. The briefing of some elements will be done in person and some in writing - should include procedures, plans, priorities, activities and projects and any other information about the work of the Committee that the incoming officer will need in order to ensure that the work of the Committee continues efficiently and effectively.

Access to previous meeting papers (including agendas, minutes and other documents forming part of the meetings) as well as tools (social media and other accounts), and ideally briefing on key priorities and issues that their successors should be aware of should also be made available. This provides a further reason for the emphasis on good management of committee documentation.

In particular, an outgoing Chair or Convener should prepare the final Annual Report of their term on the Committee including activities up to August. They should gain Committee approval for the report which should then be handed on to the new Chair or Convener.

Nonetheless, it is up to the incoming Committee to determine the path they take.

7.5.4 Communication

An important part of the work of ACs is communication, to IFLA's Members and Affiliates, to the wider library field (both, to other parts of IFLA, and to external partners. Communication is both a key part of the Committees' role, and a means of maximising the impact of other elements of their work.

ACs therefore should ensure that communications are integrated into their action plans, and that there is a regular flow of news and other material on their pages on the IFLA website. They are encouraged to work with IFLA Headquarters to achieve this.

In carrying out communications work, ACs should apply their knowledge of what will be most effective in reaching out to different target audiences, bearing in mind different tools available, styles of presentation, clarity of language and more.

8. Review Groups

8.1 Role, purpose, Activities

The Bibliographic Conceptual Models Review Group (BCM RG) has the following purpose:

- Maintain and revise IFLA's bibliographic conceptual models on an ongoing basis;
- Develop and make available guidelines and interpretative documents to assist those applying the models;
- Promote the models and encourage their use in all appropriate information organising communities;
- Maintain links with relevant groups both within IFLA and in other communities, including formal relationships such as named liaisons.

The **International Standard Book Description Review Group (ISBD RG)** has the objective of maintaining the International Standard Bibliographic Description (ISBD).

It has the task of:

- Promoting the use, translation into various languages and implementation of the ISBD in library systems and services; it is anticipated that national or international committees responsible for preparing codes of cataloguing rules will use the ISBD as the basis for their rules on description of library materials to describe all aspects of each resource, including its content, its carrier, and its mode of issuance.
- Preparing documentation for the ongoing revision of the standard; to reach this second task the ISBD Review Group plans to:
 - monitor developments in the publishing and other relevant communities that have impact on the content form, media type, and mode of issuance of library resources;
 - explore and further develop the representation of the ISBD in the W3C RDF standard to enhance the portability of bibliographic data in the Semantic Web environment, and the interoperability of the ISBD with other content standards;
 - take part in activities regarding alignment of ISBD data elements and FRBR attributes within the task of consolidating the FRBR conceptual models by the FRBR Review Group;
 - continue activities on harmonization of the ISBD, ISSN, RDA and other national and international cataloguing rules aligned with the FRBR model and the International Cataloguing Principles;
 - co-ordinate other activities regarding ISBD user communities' requirements concerning development of the ISBD.

The **IFLA Linked Data Technical Review Group (LIDATEC)** supports the linked data and namespaces activities of IFLA professional units by assisting in the publishing of standards, and in providing training and support to these activities.

It has the following terms of reference:

- Coordinate the development of namespaces by IFLA groups who wish to publish standards in a linked data form.
- Develop and promote guidelines for the efficient and effective management of IFLA namespaces.
- Discuss and formulate the framework for a namespace registration system for IFLA standards.
- Develop training materials for units wishing to publish their standards in namespace registry
- Oversee the development of infrastructure to support the efficient and effective management of IFLA namespaces.
- Support the Committee on Standards in areas of linked data and the Semantic Web.
- Act as liaison with non-IFLA groups involved in the organization of information as linked data in the Semantic Web.
- Promote and make more visible the IFLA namespaces and encourage their use in all appropriate communities.

The **UNIMARC Committee** has the following purpose:

- Maintains the UNIMARC format by discussing proposals documented by the UNIMARC Office on behalf of UNIMARC users and officially approving changes to the format. It liaises with Bibliography, Cataloguing and Classification & Indexing Sections, as well as with related Review Groups, on matters of mutual interest.
- Reviews the further development of the UNIMARC format to encompass new functions and new forms of materials and officially approves the results.
- Acts as a review committee for UNIMARC documentation published by IFLA.

Advisory Committees and Review Groups may establish [Networks and Working Groups] in order to support them in achieving their missions. [On hold until these bodies are established]

The Governing Board may establish new Advisory Committees, in order to help achieve IFLA's goals. It may also, on the recommendation of the Advisory Committee on Standards, establish new Review Groups. All such Committees or Groups should follow the rules set out in this chapter.

8.2 Nominations and Elections Process

8.2.1 Review Group Membership

Review Groups may have a minimum of six and a maximum of 12 members. Review Group Committee members complete four-year terms renewable through re-election. Individuals may be a member of only one Review Group but may serve as a liaison to multiple groups.

8.2.1.1 Intra-IFLA Committees

The Chair of each Review Group will serve as a liaison to and ex-officio observer of the Committee on Standards.

Each Review Groups will select a representative to serve as a liaison to the other Review Groups.

8.2.2 Nominations Process

The nominations process will adhere to the general IFLA nominations timeline.

Due to the nature of Review Group work, each Review Group has developed a membership call specific to the technical skills and experience required to serve as an effective contributor to the ongoing standards revision processes of their Group. Please see the Elections Guide in the appendix for details.

Those wishing to nominate to a Review Group must seek one nomination from an IFLA Member.

8.2.3 Elections Process

The elections timeline will adhere to the general IFLA elections timeline.

Appointment to the Review Groups is made by the outgoing Committee on Standards members with the advice of the outgoing Review Group Chair.

The elected members of the Committee on Standards will vote on the appointments. These appointments may be done via a meeting or email by consensus, or by electronic voting, as long as each voting member has a chance to contribute.

8.3 Expert Advisors, ex officio members and observers and vacancies

8.3.1 Appointing Expert Advisors to Review Groups

Expert advisors provide support to Review Groups in a variety of areas: guidance and mentorship for new members, expertise and advice on projects, regional support or perspective. Up to four (4) expert advisors can be appointed to support the work of a Review Group.

8.3.1.1 Appointment process:

1. In discussion with the Review Group, the Review Group Chair will identify the qualities, attributes, and benefits needed to support the Review Group's work.
2. The Review Group will identify potential expert advisors.
3. The Review Group Chair will provide the proposed expert advisors and their attributes to the Advisory Committee on Standards Chair for discussion.

4. The Advisory Committee on Standards Chair will consider the composition of the Review Group and decide whether the expert advisor should be appointed.
5. The Review Group Chair will notify the expert advisors about their roles once appointed and confirm their willingness to serve in this capacity.
6. Once approved, details of the expert advisor will be provided to the Professional Support Officer (professionalsupport@ifla.org) by the Review Group Chair.
7. The expert advisor(s) will complete data permission forms before their name is added to the Review Group's webpage.
8. Expert advisors not fulfilling their role can be removed using the same process used to remove Review Group members.

Potential Review Group Expert Advisors should know:

- Individuals can be an expert advisor to only one Review Group. However, Review Group expert advisors may hold other roles in other professional units.
- A previous Review Group member can serve as an expert advisor.
- An expert advisor's term of office is one term of two (2) years - The two-year term ends at the time of the next election cycle plus one. i.e., Partial of one year plus an additional two years.
- Expert advisors are not members of the Review Group, do not count for quorum at meetings, and do not have voting rights.
- Expert advisors cannot subsequently stand for election to that Review Group until a full term (of two (2) years) has passed.
- Expert advisors can be appointed at any time during the term of the Review Group.

8.3.2 Review Group Co-opting process

Review Groups will follow the standard rules for co-opting as laid out for Professional Units.

8.4 Meetings

Review Groups should meet at least three times a year to fulfil their missions and advance their action plans (see below). They may choose to meet more frequently to address a wider range of topics, or to discuss issues in more depth.

Review Groups should follow the broad guidance on meetings set out in Section 15 of this guide.

8.5 Communications

An important part of the work of Review Groups is communication to the wider library field (both, to other parts of IFLA, and to external partners). Communication is both a key part of the Committees' role, and a means of maximising the impact of other elements of their work.

Review Groups should ensure that communications are integrated into their action plans, and that there is a regular flow of news and other material on their pages on the IFLA website. They are encouraged to work with IFLA Headquarters to achieve this.

In carrying out communications work, RGs should apply their knowledge of what will be most effective in reaching out to different target audiences, bearing in mind different tools available, styles of presentation, clarity of language and more.

8.6 Planning, Reporting, Evaluation, and Handover

8.6.1 Action Plans

Action Plans describe what Review Groups are hoping to achieve and the activities in which they are involved. This assists in communication within and between IFLA Units, their parent Committees and IFLA Members. It also encourages collaboration and engagement with other IFLA Units and the wider library field. They also provide a basis for regular reporting.

Action plans are developed at the start of each mandate, for a two-year period. They should contain actions which contribute to the achievement of the terms of reference of Review Groups and include outcomes, outputs, timelines, measures of impact, and an indication of potential partners for each action.

Action Plans should be agreed by the Advisory Committee on Standards as the RGs' parent committee. However, they may evolve with time to reflect emerging needs, and lessons learned.

8.6.2 Reporting and Evaluation

Through their Chairs, RGs keep colleagues at the Advisory Committee on Standards up to speed, highlighting progress and challenges, and seeking advice and recommendation for others.

Both halfway through and at the end of an action plan, it is worth carrying out a broader reflection on how much progress is being made, and whether revisions to action plans are needed. This can also be an opportunity to talk openly about working methods and share ideas about how to maximise effectiveness. Especially at the end of a mandate, a report should be submitted to the Advisory Committee on Standards and IFLA HQ.

8.6.3 Handover

To support the continuity and effectiveness of IFLA's work, Chairs and other officeholders have a particular responsibility to facilitate handover at the end of their terms. This includes sharing all relevant documentation (minutes, action plans, reports), as well as tools (social media and other accounts), and ideally briefing on key priorities and issues that their successors should be aware of. Nonetheless, it is up to the incoming Committee to determine the path they take.

9. Professional Council

9.1: Role, Purpose and Activities

IFLA's Professional Council (PC) oversees the work of the Professional Units within the Federation, in alignment with the IFLA Strategy, ensuring support for the organisation's purpose, core values and strategy.

The Council supports the work of the Professional Units and their Officers, including publications and guidelines, and the development of toolkits, policy and initiatives. The PC liaises with the Regional Council in areas of mutual interest and identifies opportunities for collaboration. The Council also establishes procedures for organising the professional content of IFLA's Congress programme (WLIC), including satellite conferences, oversees IFLA's publications programme, and liaises with the Regional Council in areas of mutual interest.

The Council advises and updates the Governing Board on Professional issues and raises any issues of interest or concern from the Professional Units and with regard to Professional issues, and advises the Governing Board on the number, title, size and membership of the Professional Divisions.

You can find the formal mandate of the Professional Council in Rule R19.1.1 of the Rules of Procedure.

9.1.1 Relationship with other committees and bodies

In addition to its central role in relation to IFLA's Professional Units, the Professional Council works with other IFLA committees.

9.1.2 Relationship with Regional Council

The Professional Council works in parallel with the Regional Council, each with their own clear areas of responsibility.

However, it is clear that the role of IFLA's professional structures in strengthening the profession involves efforts to support libraries in all parts of the world. Many of the initiatives launched by IFLA's Regional Division Committees will have an important professional regional dimension.

Both through their participation in the Governing Board (to which both Councils report), and Chairs who act as ex officio observers of each other's Councils (or designating a representative to do this), the Chairs of the two Councils have a formal mechanism for facilitating contact and communication.

The two Councils meet together at WLIC allowing for a wider discussion of how to ensure the most effective possible cooperation between the regional and professional structures. At least one additional meeting during the year is recommended to continue this discussion and to further collaboration.

- ⇒ Participation of the Professional Council Chair in the Regional Council (and vice-versa) should provide an opportunity to report on key areas of work and other issues which are likely to be of interest. Further information can be shared in writing.
- ⇒ Coordination between the Councils can also provide a framework for successful collaborations between Professional Units and Regional Divisions, through helping to make and celebrate links.
- ⇒ The Chairs of the Councils should work together to identify an optimal date and time for a joint meeting, bearing in mind work planning cycles.

9.1.3 Funding Requests and Decisions

The Professional Council receives a budget to support the Professional Units and their activities. Professional Units may submit requests for funding along with their action plans.

Funding Guidelines and related forms can be found in the Officers Basecamp. The Funding Guidelines are reviewed, revised and republished by the Professional Council each December.

Division Chairs will be asked to comment on and preliminarily approve these requests, which are then sent on for PC approval by majority. Further funding requests can be made throughout the year depending on available funds.

Units will be asked to report on the results of their funded activities as part of their yearly annual reporting. All funds are coordinated via the Professional Support Officer and IFLA HQ removing the need for Units to have separate bank accounts or manage money.

9.1.4 Unit Reviews

Each Section and Special Interest Group will be subject to a regular review conducted by the Professional Council. The reviews will include a self-assessment by the Unit of their activities and impact.

This process will be rolled out in 2023.

9.1.5 Role of Chair and Vice-Chair

The Professional Council Chair inspires, leads and coordinates the work of the Professional Units. The main role of the Professional Council Chair is to chair the Professional Council and represent the Professional Council on the Governing Board. The Chair represents the views of the Professional Council regarding professional programme decisions for the IFLA Congress.

They serve a term of two years, non-renewable. Only outgoing Chairs and Secretaries of the Professional Divisions are eligible to stand for the position. Candidates do not

have to be an IFLA Member or Affiliate and, if elected, are elected in their own right and not as the representative of their employer or nominator.

At the beginning of each election cycle, the outgoing Governing Board will set out the expectations of candidates in terms of skills and experience, as well as what they need to do in terms of explaining motivation.

To be nominated for the position of Professional Council Chair, a candidate needs at least five nominations from current Section Standing Committee Officers. In turn, each Chair or Secretary of a Section Standing Committee can make only one nomination for the position of Professional Council Chair. A nomination only becomes valid when there is a match between the number of required nominations and a completed nominee consent form.

All Chairs and Secretaries of Professional Sections can vote in elections for the role of Chair of the Professional Council, with one vote each. The Standard Guidance on elections applies (see Chapter 15.1).

9.1.6 Relationship with Advisory Committees

Relationship with Advisory Committees: there is strong overlap between the work of the Advisory Committees and that of IFLA's Professional Units. As such, the Professional Council should encourage and facilitate cooperation and communication between the different types of committee. This will help both to inform the work of each and increase the impact of their work.

- ⇒ It will be advisable for the Professional Council to receive regular updates on the issues being discussed by Advisory Committees, as well as to discuss how the themes tackled by these apply in different areas of the profession. In turn, the Professional Council can help raise issues identified in Professional Units, and, through the Governing Board, seek to build cooperation to address these.

In particular, the PC has a close relationship with the Advisory Committee on Standards, given the role of the latter in supporting the development, maintenance and updating of standards used by the profession.

- ⇒ The Chair of the Professional Council may wish to ensure that issues raised by the Chair of the Advisory Committee on Standards in Governing Board meetings are also brought to the PC.

9.2 Membership, Nominations, Elections and Vacancies

The Professional Council consists of the PC Chair and the Chairs of the IFLA Professional Division Committees. At PC Meetings, a liaison from the Regional Council attends as an observer, and the Secretary General attends in an advisory capacity.

- ⇒ Typically, the Director, Membership Services and Professional Support Officer also attend meetings of the Professional Council alongside the Secretary General to support the work of the Council.

9.2.1 PC Chair

The role of the PC Chair is set out above. Elections for the Chair start with a call for nominations from the Officers of Professional Section Standing Committees – i.e. Chairs, Secretaries, and Information Coordinators. The people eligible for election as PC Chair are outgoing Officers of Professional Division Committees (i.e. Division Chairs and Division Vice-Chairs). For a candidate to be deemed eligible, they need to receive five nominations.

If there is more than one eligible candidate, an election is held. In this, all Officers of the Professional Sections have one vote each. The candidate with the most votes is declared the winner. In the case of a tie, common provisions apply (see Section 15.2).

The PC Chair serves a term of two years, non-renewable. They can only potentially stand again for the role at least one term later. See the Elections Guide in the appendix for further details.

In the case of a temporary vacancy (less than three months) of the Professional Council Chair, their role may temporarily be taken by the Vice-Chair of the Professional Council. The Vice-Chair may also then attend Governing Board meetings as a participating observer and receive the same financial support for participation as the PC Chair.

However, if the position of PC Chair is likely to be vacant for a longer than three months, the Governing Board will declare a vacancy, and make arrangements to fill the post in a transparent and fair manner, in line with the standard rules in Rule 27 of the Rules of Procedure, and the process set out above. This will include a written (including electronic) ballot to elect a new person to the role.

9.2.2 Vice-Chair

The Professional Council will choose a Vice Chair from among their members at the first meeting. This election should be held in an open and transparent way, giving all members the opportunity to stand if they wish.

- ⇒ Candidates should be given sufficient notice to reflect on whether to come forward, and then be able to present themselves to their colleagues in writing. Voting may also take place in writing, electronically, or at a meeting. It is important to ensure that all candidates have a fair chance.

9.3 Meetings and Planning

Meetings: The Professional Council shall meet, in person or virtually, a minimum of six times each year, once with the Governing Board and at least once with the Regional Council - one meeting will take place during the Federation's annual Congress.

- ⇒ The Chair of the Professional Council should work with the President and Secretary General to identify an optimal date for these meetings, and to propose an agenda that makes best use of the opportunity presented.

It may be the case that more frequent meetings are helpful, and that care is taken to hold these at times that accommodate different time zones. Rule of Procedure R28 applies to the conduct of meetings. See also the general guidance on meetings in Section 15.5 of this Handbook.

- ⇒ The possibility to meet remotely has underlined the value of more frequent, shorter meetings online, allowing for a better spread of work, and greater responsiveness to events. The Professional Council has been meeting six times per year with three major meetings and three shorter, issue-based meetings.
- ⇒ In organising meetings, the Professional Council will follow best practices around the choosing of times that maximise possibilities for all to attend, to rotate the start times to accommodate all time zones fairly, and to structure meetings in a way to allow all present to participate.
- ⇒ As some items from the Professional Council may need to be formally endorsed by the Governing Board, the Professional Council has usually organised its meetings to be held shortly before those of the Governing Board.

Planning: At the beginning of its term, the Professional Council sets its own broad plan for the development of IFLA's Professional Programme.

- ⇒ Objectives created under this plan provide guidance for the agenda and work of the Professional Council and form the basis of the report provided by the Chair to the Governing Board.

In meetings, the Chair is expected to act in a personal capacity, and the members to represent their Professional Division Committees where appropriate.

- ⇒ It follows that members of the Professional Council should not be representing their country, association, institution, or other groups.

Draft PC Meeting agendas are communicated to the Professional Units a week in advance of the PC Meeting. Officers may approach their Division Committee Chair with questions or issues they would like to be brought forward for discussion.

Officers and SIG and Section Standing Committee members are invited to attend Professional Council Meetings as observers. Observers may not participate in the content of the meeting unless invited by the Chair.

9.4 Planning, Reporting, Evaluation and Review

The Professional Council reports directly to the Governing Board through its Chair, who is an ex officio GB member. This will take place through regular reporting around the plans and achievements of the Council and the Professional Division Committees. Reporting should also provide a means of raising issues and highlighting priorities to the Governing Board.

The Professional Council should incorporate self-evaluation exercises on a regular basis, assessing the effectiveness of meetings and wider work, and exploring means of improving this. Such discussions could take place during closed sessions. The Chair shall lead this exercise, unless they choose to delegate this responsibility to another member of the Professional Council or an external facilitator.

At least once in the course of the mandate of the Professional Council, the Governing Board should carry out an evaluation of the Professional Council, based on its terms of reference as set out in the Statutes and Rules of Procedure.

This evaluation should, if relevant, lead to recommendations that shape the operation of the Professional Council in future, and which may potentially be reflected in this Handbook, or even in the Rules of Procedure.

9.5 Communication

An important part of the work of the PC s is ensuring two-way communication with the wider Professional Units. While primarily done through the Division Committee structure, the PC Chair provides updates to Unit Officers via the Officers Basecamp following each PC meeting that can then be shared from Officers to their respective Standing Committees. Approved minutes are later posted to the IFLA Repository. Communication is both a key part of the Council's role, and a means of maximising the impact of other elements of their work.

9.6 Handover responsibilities

When a Council comes to the end of their term, or they leave the role for any other reason, it is important that their knowledge and experience of their role within IFLA is shared with their successor. This will help ensure the continuity and smooth working of the Council and its activities.

In particular, the Professional Council should ensure that their successors are fully briefed regarding their work. The briefing of some elements will be done in person and some in writing - should include procedures, plans, priorities, activities and projects and any other information about the work of the Council that the incoming Council will need in order to ensure that the work continues efficiently and effectively. Nonetheless, it is up to the incoming Committee to determine the path they take.

Access to previous meeting papers (including agendas, minutes and other documents forming part of the meetings) and briefing on key priorities and issues that their successors should be aware of should also be made available. This provides a further reason for the emphasis on good management of committee documentation.

In particular, an outgoing Council will prepare the final Report of their term on the including activities up to August which will be passed on to the incoming Council at their first meeting at WLIC.

10. Professional Division Committees

10.1: Role, Purpose, and Activities

There are eight Professional Divisions made up of 6-8 Professional Units. Each Division is led by a Professional Division Committee Chair who serves as an advisor and coach to support Units in their Division. The Professional Division Committee Chair along with the Officers of the Sections and Convenors of SIGs form a Professional Division Committee.

Professional Divisions advise the Professional Council Chair on the representation of Units' interests and activities at the Professional Council and Governing Board and provide recommendations on the reviews of Professional Units in the Division.

10.1.1 Relationship with Other Committees and Bodies

Professional Division Committees are encouraged to support cooperation between their member units in order to develop shared actions. They can also share ideas and experience about external cooperation, for example with units in other Professional Divisions, Advisory Committees or Regional Division Committees. Collaboration and cooperation can be coordinated through the Professional Council, at the Division level, or directly between Units or Committees.

10.2 Membership, nominations, elections, appointments and vacancies

10.2.1 Membership

Each Professional Division Committee consists of the Officers of each Professional Unit that belongs to the Professional Division i.e. the Chair, Secretary and Information Co-ordinator of each Professional Section Standing Committee and the Convenor of each Special Interest Group of the Professional Division.

10.2.2 Role of Chair and Secretary

The Chair represents the Professional Division Committee, raising issues that should be referred to the Professional Council, and reporting back, highlighting important decisions and issues.

In addition, Professional Division Committee Chairs make recommendations on funding requests, provide input on policy and procedure for the efficient and smooth running of the Units, and encourage collaboration within and across Divisions and Regions.

Professional Division Committee Chairs serve as advisors and coaches to support Units in their Division, meeting formally with Unit Officers (the Chairs, Secretaries and Information Coordinators of Sections, and Convenors of Special Interest Groups) 3-4 times a year, and with individual Units, as needed.

The Professional Division Committee Chairs serve in a personal capacity, except in their role as members of the Professional Council, where they shall represent their Division.

The Division Committee Secretary supports the Division Committee Chair in a vice-chair role, collegially and administratively. In a sustained, temporary absence of the Chair (less than 3 months) the Division Committee Secretary may fill in for the Chair regarding their Division's Unit matters - e.g. guideline reviews and funding requests. They may attend Professional Council meetings as an ex-officio observer.

10.2.3 Nominations and Elections for Chairs and Secretaries

Nominations for Chairs shall be from all Section Standing Committees. Three nominations are required. Any Professional Section Standing Committee Officer coming to the end of their term may be nominated. They are elected by the Officers by written ballot (electronically) (See the Elections Guide in the appendix for additional detail)

The Professional Division Committee Chair shall conduct an election for the Secretary of the Division Committee from among the members of the committee, at its first meeting.

10.2.4 Allocation of Chairs to Professional Division Committees

The eight Professional Division Chairs will be assigned to a particular Division through selection in order of election. i.e. the Chair with the most votes will be asked first to select which Division they would like to chair. The Chair who came second will be asked next to select a Division and so on until all Divisions are assigned.

The role of Professional Division Chair is broad and encompasses that of a facilitator, coach, mentor and advisor. To this extent, specific, detailed knowledge of every professional sector is not expected. Therefore, a Chair should be able to provide leadership, guidance and assistance within any Division.

10.3 Meetings and communication

Professional Division Committee meetings should occur at least three times a year, in person or virtually. One meeting will take place during the Federation's annual Congress. Meetings may take place more frequently at the discretion of the Chair and members of the Professional Division Committee. The Chair may also meet informally with individual Officers in the Division to assist with specific issues.

Draft minutes of these meetings should be shared amongst the members of the Professional Division Committees, and once approved posted to the IFLA Repository. Officers should share the outcomes of these meetings with their respective Standing or SIG Committees.

10.4 Reporting, Evaluation and Review, and handover responsibilities

Professional Division Chairs report regularly to the Professional Council and present issues for discussion and highlight work occurring in their Division.

Each Professional Division Committee Chair also prepares a brief annual report about the activities of the Division, for the Professional Council and as a transition document to the incoming Division Committee Chair.

The Professional Council will review the overall structure and organisation of the Professional Divisions on a biennial basis with a view to ensuring equitable distribution of units among the Divisions. If required, the Professional Council may recommend changes to the Governing Board.

11. Professional Section Standing Committees

11.1 List of Sections

Academic and Research Libraries
Acquisition and Collection Development
Art Libraries
Audiovisual and Multimedia
Bibliography
Cataloguing
Continuing Professional Development and Workplace Learning
Document Delivery and Resource Sharing (DDRS)
Education and Training
Environment, Sustainability and Libraries
Government Information and Official Publications
Government Libraries
Health and Biosciences Libraries
Indigenous Matters
Information Literacy
Information Technology
Knowledge Management
Law Libraries
Libraries Serving Persons with Print Disabilities
Libraries for Children and Young Adults
Library Buildings and Equipment
Library Services to Multicultural Populations
Library Services to People with Special Needs
Library Theory and Research
Library and Research Services for Parliaments
Literacy and Reading
Local History and Genealogy
Management and Marketing
Management of Library Associations
Metropolitan Libraries
National Libraries
News Media
Preservation and Conservation
Public Libraries
Rare Books and Special Collections
Reference and Information Services
School Libraries
Science and Technology Libraries
Serials and Other Continuing Resources
Social Science Libraries
Statistics and Evaluation
Subject Analysis and Access

11.2 Section Role, Purpose and Activities

IFLA's Sections are a progressive, accessible and trusted professional network, providing expertise as leaders and influencers across the field in their areas of focus. Each Section is led by three Officers – a Chair, Secretary and Information Coordinator. They work with a Standing Committee comprising between 11 – 20 members. They may also have additional members to ensure diversity and mentors to help. The Sections are housed under 8 Divisions, led by a Chairperson and assisted by a Vice-Chair.

11.2.1 Relationship with other committees and bodies

Within IFLA

In certain areas it will be essential for some Professional Sections to have close relationships or liaisons with other committees within IFLA e.g. with Review Groups or Advisory Committees.

Sections and SIGs may also cooperate amongst themselves and across Professional Divisions on activities where the outcomes would benefit from the strengths each committee would bring to the activity. Cooperation is encouraged and can be initiated by reaching out to the Chair of another Professional Unit and starting a discussion. Each committee must decide what capacity they can bring to the joint activity in light of other planned activities.

A Regional Division may also seek collaboration with a Section Standing Committee or committees and vice versa.

The relationship and details of any liaison positions and individuals currently in those roles along with other internal collaborations must be part of the handover to new Officers and new Section Standing Committees.

External to IFLA

Some Section Standing Committees have relationships or liaison roles with external organisations specific to their sector of the profession e.g. the Inter-Parliamentary Union, International Association of School Libraries, the Central Coordinating Committee of Audiovisual Archives, the International Standard Book Number council, the joint ILAB-IFLA committee on trafficking and others. These are important to ensure IFLA's involvement and relevance in all sectors.

The relationship and details of any liaison positions and individuals currently in those roles must be part of the handover to new Officers and new Section Standing Committees.

Sections may seek endorsement of projects, or collaboration with organizations outside of IFLA. To secure endorsement, please contact the Professional Support Officer who will relay information to the relevant HQ staff for Unit guidance.

IFLA's committees have no legal standing to make commitments or agreements on IFLA's behalf. Any requests for formal agreements, financial commitments etc must be submitted to the IFLA Secretary General, via the Professional Support Officer, for approval.

11.2.2 Relations between registered Section members and Standing Committees

An IFLA Section comprises the elected Standing Committee and the IFLA Members and Affiliates registered to that Section as part of their paid membership (Section members).

Standing Committees should keep Section Members apprised of plans, projects and reports detailing the work undertaken by the Standing Committee. IFLA HQ will provide contact lists for Section members to the Officers at intervals throughout the year. The Section Members can be encouraged to join any social media or specific email lists for the Section. As these members have expressed an interest in the topic covered by the Section, they also form an immediate source to contact should additional capacity be needed for specific projects.

The IFLA Membership team sends an updated list of current subscribers to each Section Chair three times per year and are updated more frequently around the time of elections.

11.3 Section Membership, nominations, elections, appointments and vacancies

11.3.1 Membership

Section Standing Committees are made up of up to 20 elected members, with possibilities to co-opt additional members both when a Committee falls below 10 members and/or when there is a need to ensure greater diversity.

11.3.2 Nominations

IFLA Sections are run by Standing Committees (SCs). Every two years new Standing Committee members are nominated and elected. SC members serve an initial four years and may be nominated and elected for an additional four years, for a maximum eight consecutive years on the same Standing Committee.

The Section is led by Officers: Chair, Secretary, and an Information Coordinator. The Standing Committee Officers are eligible to stand for election as Division Chair at the end of their term.

Nominations for the position of Standing Committee Member come from IFLA Members and Affiliates who are subscribed to the Section. One nomination per nominee is required – multiple nominations serve no additional benefit to the nominee.

Anyone can stand as an SC Member - IFLA Membership is not a requirement for SC Membership, though it is encouraged.

11.3.3 Elections

IFLA Members and Affiliates who are subscribed to the Section are eligible to vote for Standing Committee Members. (Please see the Elections Guide in the appendix for additional detail).

11.3.4 Holding multiple roles:

Individuals may be members of up to two different committees across IFLA: Advisory, professional and regional. They may not serve on more than one Committee in the same branch and they may not serve on Units or Committees that report to or that supervise the other. e.g. A person may not serve on both a Section and a SIG, or a Review Group and the Committee on Standards. A person may only be an Officer of one Committee at a time. See Section 15.14 below for more.

11.3.5 Officer Elections and handover

Officer elections for incoming Standing Committees occur after the main IFLA election season and new Officers officially begin their term after the General Assembly in August. A first formal convening of new Standing Committees is at the first SC meeting (Business Meeting II) held during or shortly after WLIC.

Any member of the Standing Committee may self-nominate for any of the three officer roles: Chair, Secretary and Information Coordinator. A nomination and election process will be facilitated by IFLA HQ staff.

While Standing Committee members may be nominated to assist people in the Officer positions or be allocated to smaller teams within the Standing Committee, the only official roles recognised by IFLA are the Chair, Secretary and Information Officer. Non-official roles such as Co-Secretary etc are discouraged and may not be listed as such on the Unit's IFLA webpage.

An Information Coordinator is strongly encouraged to form a Communications team to support communications work for the Section. Members of this team can be identified, and names listed on the Unit's IFLA webpage under the *Projects* tab.

Members of project teams (SC members or non-SC members) can be identified and listed on the Unit's IFLA webpage under the *Projects* tab. Team group members, who are not already SC Members, must complete a data protection form prior to being listed on the Unit's IFLA webpage.

Handover and Onboarding

In order to support the continuity and effectiveness of IFLA's work, Sections have a particular responsibility to facilitate handover at the end of their term. The outgoing

Chair is responsible for facilitating information to the new and ongoing members of a Standing Committee so that they understand the roles of the different Officer positions and can decide if they wish to stand for nomination.

This includes sharing all relevant documentation (minutes, action plans, reports), as well as tools (social media and other accounts), and briefing on key priorities and issues that their successors should be aware of. Nonetheless, it is up to the incoming Committee to determine the path they take.

Officers should refer to biennial handover guidance communicated from their Division Committee Chair and via the Officers Basecamp.

11.3.6 Co-opting

Co-opting members must at all times take place in a fair and transparent manner. The decision to seek co-opted members must be first discussed with the Unit's Professional Division Committee Chair to outline and determine the rationale and process.

The first term for all co-opted members will be until the end of the current 4-year term (i.e. four years on from the most recent election before their co-option.

Individuals can be co-opted for the following reasons:

11.3.6.1 New term co-opting for Committees with fewer than 10 members

Sections with fewer than 10 Standing Committee members may co-opt more than the number required to reach 10 but should not exceed 20 overall. Targeting regional diversity will be built into the co-opting of members in this situation.

11.3.6.2 New term co-opting for Committees with 10- 20 members

Section Standing Committees with 10 to 20 Committee members may co-opt to bring Committee membership up to 20. Regional diversity will be built into the co-opting of members in this situation.

If there are reasons for increasing members that are not related to regional diversity, the rationale presented by the Section Standing Committee Chair must refer to the Unit's Action Plan and why additional capacity is needed.

11.3.6.3 New term co-opting to increase regional diversity of the Committee

Standing Committees with a full roster of 20 members may co-opt up to five additional members to support the regional diversity of the Committee.

11.3.6.4 Co-opting for Casual Vacancy

The resignation or removal of a Standing Committee member during their term results in a casual vacancy. The Committee may co-opt an individual to fill the vacant position.

11.3.6.5 Co-opting Process

11.3.6.5.1 Centralised Call

In September, a centralised call for expressions of interest to co-opt to any Professional Unit, is launched and publicised by IFLA HQ via IFLA-L. The goal of a centralised call is to create “rolling lists” for Units to access if co-opting is required or desired. Units may draw on these lists throughout the term to co-opt members as needed.

This centralised call contains:

- An invitation to register an expression of interest to join a Unit as a potential co-opted member.
- An explanation of the co-opting process, its benefits and limitations
- Management of expectations – e.g., you will only be contacted if you are successfully co-opted, the Unit may not end up co-opting any members during the term.
- Expectations of Unit member participation, e.g., attend meetings, actively participate. These are the same for every unit.
- Direction to visit the Unit webpage to find out more about the Unit’s specific activities.
- The central link for co-opting.

NB: Units may also contact those in their professional networks or in specific regions, inviting them to participate in the call. Strengthening regional diversity should be built into any co-opting process and therefore may result in targeting particular regions or sectors in the call.

Prospective co-opted members submit an expression of interest along with a statement of motivation describing how they can add value to the existing Standing Committee.

11.3.6.5.2 Co-opting Members

1. When a Unit needs to co-opt members they confer, as now, with the Division Committee Chair to outline the reason for co-option.
2. The Unit Chair contacts the Administrative Officer (committees.admin@ifla.org) who will send the current list of self-nominees.
3. The Chair names the co-opted member(s) with consultation from SC members. The Unit Chair confers with the Division Chair before formally selecting members.
4. The Unit Chair contacts only those people from the list they would like to co-opt and verifies the person is/people are still interested and will accept the co-option.
5. The Unit Chair forwards the acceptance email to the Administrative Officer (committee.admin@ifla.org) with the PSO in cc (professionalsupport@ifla.org)
6. The PSO follows up with a brief welcome (PC Welcome Guide and Basecamp explainer).

7. If there are future co-opting needs, as in the case of a casual vacancy, the Unit would request an updated list from the Administrative Officer (committee.admin@ifla.org) to select additional interested nominees.
8. If the list is too short or does not contain potential members from needed regions or with needed expertise, the Unit may again promote the call via a Regional Division network, their own listserv, or via a news piece on their Unit webpage.

11.3.6.6 Co-opting Timeline

11.3.6.6.1 New term co-opting

- New term co-opting will be held between 1 September and 15 October and again after WLIC.

11.3.6.6.2 Co-opting for casual vacancies

- Co-opting to fill casual vacancies can be done throughout the term but will close 3 months prior to the start of the 3 months before the Call for Nominations date.

11.3.6.6.3 Transition to Elections

- 3 months before the Call for Nominations date, the co-opting application is closed. Those who navigate to the co-opting form will be redirected to the elections page with information on how to be nominated to become a member of the Unit via the elections process.
- Those who have indicated they would like to be contacted about the elections process will be contacted by HQ and provided with a link to elections information, or other relevant election details.
- After the elections have been finalised, the previous term's co-opting lists are cleared and the process starts again for the next term.

11.3.6.6.4 To be noted

- Co-opted members are full members of the committee.
- Former members of the Standing Committee may not be co-opted to the same Standing Committee.
- Individuals who stand for re-election for a second term and who are unsuccessful may not be co-opted to the same Standing Committee in order to serve for a second term.
- In line with general IFLA practice, a partial term does not count against the total number of consecutive terms someone can serve. A partial term for co-opted members is considered having served less than 50% of a full term - i.e. Sections - less than two years.
- All co-opted members must stand for re-election if they wish to serve an additional term.
- The Administrative Officer will keep track of who has been co-opted and why. A summary will be provided to the Professional Council at regular intervals.

11.3.7 Appointment of mentors

Section mentors provide support to Standing Committees in a variety of areas: guidance and mentorship for new members, expertise and advice on Section projects, regional support or perspective. Up to three mentors can be appointed to support the work of the Standing Committee. This is the process for appointing mentors:

1. In discussion with the Standing Committee, the Section Chair will identify the qualities, attributes, and benefits needed to support the Standing Committee's work.
2. The Standing Committee will identify potential mentors.
3. The Standing Committee Chair will provide the proposed mentors and their attributes to the
4. Division Committee Chair for discussion.
5. The Division Committee Chair will consider the composition of the Standing Committee and decide whether the mentor should be appointed.
6. Once approved, the Standing Committee Chair will send the details of the mentor to the Nominations Coordinator (elections@ifla.org) with the Professional Support Officer (professionalsupport@ifla.org) in cc.
7. The Standing Committee Chair will notify the mentors about their roles once appointed.
8. The mentor(s) will complete data permission forms before their name is added to the Section's webpage.

Mentors not fulfilling their role can be removed using the same process used to remove Standing Committee members.

Potential Section mentors should know:

- Individuals can be a mentor to only one Standing Committee.
- A previous standing committee member can serve as a Section mentor.
- A mentor's term of office is one term of four (4) years - The four-year term ends at the time of the next election cycle plus one. i.e., Partial of two years plus an additional two years.
- Section mentors are not members of the Professional Section Standing Committee and do not have voting rights
- Section mentors cannot subsequently stand for election to that Standing Committee until a full term has passed.
- Mentors can be appointed at any time during the term of the Standing Committee.

11.3.8 Removal of Inactive Members

Individuals elected to any IFLA committee are expected to participate fully in the activities of the committee. Each Committee member should be actively engaged and involved in Committee activities and projects from the beginning of their term. Every effort should be made to engage and encourage Committee member involvement.

Members unable to attend a meeting or take part in activities should be asked to send an apology to the Chair and Secretary in advance of the meeting so it can be noted in the minutes.

Individuals who do not participate in the activities of the committee, i.e., do not attend meetings, do not sign up for a committee activity, do not respond to emails, and do not contribute in another way, may be removed from the committee. The following process will be used to remove inactive members:

11.3.8.1 Documenting inactivity

The Committee Chair/Convenor is responsible for documenting evidence of non-participation, e.g., emails, meeting minutes. Keep all emails related to absence, apologies or inactivity as these must be sent to the IFLA Administrative Officer to justify removal from the Committee.

Committee members unable to attend a meeting should send an apology to the Chair and Secretary in advance of the meeting so it can be noted in the minutes.

Committee members who do not send apologies before the meeting, should be noted as absent in the minutes.

11.3.8.2 Process for removal

1. If, after 3 months, a member has not participated in Unit activities or communications (as above), the Committee Chair will contact the member to learn the reason and to offer the member several options for participating.
2. If the member cannot participate, the member will be asked to confirm via email if they wish to step down to make room for another person to join.
3. If no response is received within two weeks of this communication, the Committee Chair/Convenor will send a follow-up email and cc the Division Committee Chair and the PSO, asking the member to respond within two weeks.
4. If there is no response to the communication after these two weeks, the member will be considered to have resigned. The Committee Chair will send another email to the individual, with the Division Committee Chair in cc, informing them that they are considered to have resigned.
5. The Committee Chair will inform the Administrative Officer (committees.admin@ifla.org) forwarding on the email thread for IFLA HQ records.

NB: If conflict resolution is required, the Division Committee Chair will contact the PC Chair, who will facilitate the process along with a representative from IFLA HQ

11.4 Process for Petitioning the Creation of a Section

To hold an exploratory meeting concerning the establishment of a new Section, a petition must be submitted to the Professional Council signed by 10 IFLA Members or Affiliates, requesting a meeting (virtual or in person) to invite people to see whether there is sufficient interest.

In order for Section status to be granted, among other conditions, at least forty IFLA members must express an intention to join such a Section and to pay the applicable membership fee.

Before deciding whether to recommend the establishment of a new Section to the Governing Board, the Professional Council must be reasonably satisfied that the issues to be discussed:

- will promote the Federation's values, professional priorities and strategy,
- will not conflict with or duplicate the terms of reference of an existing IFLA Professional Unit, and,
- that the Section has clearly defined aims and scope within the proposed terms of reference.

The Professional Council must also decide which Division the Section should be placed in.

A call for nominations for the Section Standing Committee will be made at the next IFLA election cycle and the Standing Committee would be elected by those members who had joined the Section.

11.5 Meetings, Planning and Reporting

11.5.1 Meetings

Unit working groups hold meetings to progress work, and Units meet both before and following the IFLA WLIC. In addition to meetings held to conduct SC business, Unit catch up events and social gatherings are encouraged to build relationships and connections between members, to network, share experience and build skills.

In line with Rule R21.1.2.15, the Professional Section Standing Committee shall meet, in person or virtually, a minimum of three times each year. One meeting may take place during the Federation's annual Congress.

Section Standing Committees may hold virtual and/or in-person meetings as frequently as they like but it is recommended that they meet at least three times in the year throughout the year outside of WLIC to discuss work in progress and to address the business of the Committee.

Many Units also hold virtual or in-person mid-term business meetings in conjunction with a workshop, seminar or other event (virtual or in-person). Virtual meetings should be scheduled so that a majority of SC and SIG members can attend, and in-person meetings should incorporate, if possible, a hybrid model to encourage attendance and to increase member participation.

- ⇒ The possibility to meet remotely has underlined the value of more frequent, shorter meetings online, allowing for a better spread of work, and greater

responsiveness to events. For example, the Professional Council has been meeting six times per year with three major meetings and three shorter, issue-based meetings.

- ⇒ In organising meetings, the Sections will follow best practices around the choosing of time-slots that maximise possibilities for all to attend, and to structure meetings in a way to allow all present to participate.

11.5.2 Planning, reporting

Unit Action Plans

Action Plans describe what SCs are hoping to achieve and the activities in which they are involved. This assists in communication within and between IFLA Units, Regional and Advisory Committees and IFLA Members. It also encourages collaboration and engagement with the wider library field. They also provide a basis for regular reporting.

Action plans are developed at the start of each mandate, for a two-year period. They should contain actions which contribute to the achievement of the terms of reference of Standing Committees and include outcomes, outputs, timelines, measures of impact, and an indication of potential partners for each action.

Units develop Action Plans based on a two-year cycle, and strongly aligned with the IFLA Strategy 2019-2024. SC Members accomplish the Plan using Zoom, email, Basecamp and other collaboration platforms. Each SC member is expected to be an active participant in the Unit's work, and to participate in at least one project, activity or initiative each year.

Division Committee Chairs support Units by reviewing Action Plan content and providing constructive feedback on the following, prior to plan submission to HQ:

- SMART actions (Specific, Measurable, Achievable, Relevant, Timebound)
- Timelines and timeframes proposed for completion
- Impact and usability of the proposed outputs
- The global reach of the proposed outputs

Unit Annual Reports

Units produce Annual Reports about the Unit's work in preparation for presentation at its first Business Meeting at or around WLIC.

- Reports are shared with Standing Committees at the first Business meeting around WLIC
- Report data is compiled by IFLA HQ and reported to the Professional Council and Governing Board, and is used for Unit reviews
- Reports are published to Unit webpages and shared with Section membership
- Recognition is noted of how Committee Members have contributed to the Unit's work

11.6 Evaluation and Review

The Professional Council will undertake a review of each Section once every 5 years. The review will consider a range of measures to be determined by the Professional Council. This process is currently being developed with input from the Professional Units.

12. Special Interest Groups

12.1 List of Special Interest Groups

- Access to Information Network - Africa (ATINA) - defunct
- Artificial Intelligence (AI SIG)
- Big Data (BIGDATA SIG)
- Digital Humanities – Digital Scholarship (DHDS SIG)
- Evidence for Global and Disaster Health (E4GDH)
- LGBTQ Users (LGBTQ+ SIG)
- LIS Education in Developing Countries (LISDEV SIG)
- Library History (LIBHIST SIG)
- Library Publishing (LIBPUB SIG)
- New Professionals (NPSIG)
- Religions: Libraries and Dialogue (RELINDIAL SIG)
- Women, Information and Libraries (WILSIG)

12.2 Role, purpose and activities

12.2.1 Role and Purpose

Special Interest Groups (SIGs) are a time-limited group exploring an area of activity which can have a greater focus than is possible within an existing section, e.g. new development in the field, or an interest in an aspect of the field which cannot be rolled into any section's normal business, or crosses several sections' boundaries. Each SIG is sponsored by an IFLA section(s).

IFLA Sections, through activities and those of their sponsored Special Interest Groups, deliver services to the field that have high quality and impact. Special Interest Groups communicate their activities within and beyond IFLA and engage and develop their own membership and leadership. SIGs are a time-limited group exploring an area of activity which can have a greater focus than is possible within an existing Section, e.g. new development in the field, or an interest in an aspect of the field which cannot be rolled into any section's normal business, or crosses several sections' boundaries.

Activities

The overall goal of Special Interest Group activities should be to make a substantial impact on the sector of the field in which a SIG functions, and to bring a global perspective to the work. SIGs participate in the same activities as those produced by Sections as listed above.

12.2.2 Relationship with other committees and bodies

SIGs liaise through their sponsoring Section and IFLA staff to seek endorsement of projects, or collaboration with organisations inside of, or external to IFLA.

12.2.3 Time limits and review

SIGs are created for an initial four-year term. The sponsoring Section(s) will review the SIG after four years and recommend to the Professional Council whether the SIG should be awarded Section status, continue for one further term of four years, or be disbanded.

At the end of a second four-year term the sponsoring Section(s) will undertake a final review of the SIG. The Section(s) will recommend to the Professional Council whether the SIG should be awarded Section status or be disbanded. **[On hold until the review process, Networks and Working Groups have been developed - Approved by the IFLA Governing Board December 2022]**

A SIG that continues for a second term of four years may apply also for Section status at any time during this period.

One year will be allowed for any SIG that is disbanding to complete the process.

In all cases, after considering the case, the Professional Council will make recommendations to the Governing Board who will be responsible for the final decision.

12.2.4 Role of convenor

A SIG Convenor organises the work and activities of a SIG Committee and its members. The Professional Council recommends that SIGs develop an informal structure within the SIG to assist with meeting activities, website updates, projects development, and communications assistance both within and outside the SIG.

The Convenor leads the SIG in developing activities throughout the year. They convene the meeting of the SIG during the Congress and encourage members from across the Federation to voice opinions and ideas. They may develop or contribute to guidelines, standards, or other activities in coordination with their sponsoring section, and may form committees within the SIG to coordinate and complete their work. The Convenor has access to the Officer and Information Coordinator Basecamps.

The SIG convenor shall serve as a member of the relevant Professional Division Committee and will attend the business meetings of their sponsoring section(s).

12.3 Process for petitioning for the creation of a SIG

To hold an exploratory meeting concerning the establishment of a SIG, a petition must be submitted to the PC signed by 10 persons. This group should request a meeting (virtual or in person) to invite people to see whether there is sufficient interest.

To form a SIG, a petition must be submitted to the Professional Council, signed by 25 persons who intend to actively participate in the activities of the SIG, and approved by one or more sponsoring Sections. Once established, the SIG must be recognised in the action plan(s) of the sponsoring Professional Section(s) .

Before deciding whether to recommend the establishment of a SIG to the Governing Board, the PC must be reasonably satisfied that the SIG will:

- promote the Federation’s values, professional priorities and strategy,
- not conflict with or duplicate the terms of reference of an existing IFLA Professional Unit, and,
- be appropriate to the terms of reference of the sponsoring Section(s).

The PC will also decide in which Division the SIG should be placed. Whenever possible, the SIG shall be placed in the same Division as (one of) its Sponsoring Section(s).

At its first meeting the SIG shall elect a Convenor who may or may not be a member of the sponsoring Section(s) Standing Committee(s).

Nominations for the inaugural Convenors of SIGs shall be from all members of the SIG. Each member of the SIG shall have one vote. The election shall be overseen by the Chair of (one of) the sponsoring Professional Section Standing Committee(s). If a SIG is co-sponsored by more than one Professional Section, they will jointly elect the Convenor and appoint the SIG committee.

In an exception to the rule of serving on one Committee per hierarchy of the organisation (R.27.3.8), for the first term of a new SIG (i.e. until the next elections), a maximum of 3 members from the Sponsoring Section(s) may serve on the SIG committee to get it established. At the next elections cycle, the members of the Sponsoring Sections must stand down from one of the Committees.

12.4 Convenor and member nomination and election/appointment

12.4.1 Membership

The only recognised roles within the Special Interest Group are those of Convenor or Member.

Co-option for a full committee of 9 members or for regional diversity within the SIG is applicable (see procedure below)

Appointed members of the committee may take on specific roles which may be identified and listed on the Unit’s IFLA webpage under the *Projects* tab.

12.4.2 Members

Interested individuals may self-nominate to be considered for a position on the SIG committee. Anyone can stand as an SIG committee member as long as they are not a member of any other professional committee. NB: In the SIG's inaugural term only, there can be up to three members who can also be members of the sponsoring Section Standing Committee.

12.4.3 Role of Convenor and handover

In line with Rule R21.1.3.5, the term of office of the SIG Convenor is up to two years after the exploratory meeting, once renewable following the timeline of the two-year election cycle. SIG Convenors shall serve in a personal capacity, except in their role as attendee of a Section Standing Committee or Division Committee meeting, in which case they shall represent their SIG.

In order to support the continuity and effectiveness of IFLA's work, SIG Convenors have a particular responsibility to facilitate handover at the end of their term. The outgoing Convenor is responsible for facilitating information to the new and ongoing members of a SIG Committee so that they understand the roles of the positions and can decide if they wish to stand for nomination.

This includes sharing all relevant documentation (minutes, action plans, reports), as well as tools (social media and other accounts), and briefing on key priorities and issues that their successors should be aware of. Nonetheless, it is up to the incoming Committee to determine the path they take.

12.4.4 Removal of inactive members and replacement process

Inactive SIG committee members may be removed for failure to actively contribute to SIG activities or projects. The same process as applied to sections may also be used by SIGs.

12.4.5 Appointments

Any individual can self-nominate for a SIG Committee. The committee will be appointed by the sponsoring Section(s).

- ⇒ Section 15.14 of the Handbook relates to the Cumulation of Roles. It is acknowledged that in some instances a Section Standing Committee member may also wish to nominate for the committee of a SIG. Parts 1 and 2 of Section 15.14 are therefore excepted from requirements when making SIG Committee appointments. However, Part 3 applies in that the individual can only hold a leadership position in one of the bodies.
- ⇒ In practice, most committees need dedicated members who can focus their time and efforts on the planned activities of the committee. Therefore, sponsoring Sections may give consideration to providing the widest range of engagement opportunities through their appointments. If not appointed to a

SIG Committee, Section Standing Committee members are welcome to participate and assist the SIG on an informal basis.

The Sponsoring Section(s) will appoint/elect a committee of up to 9 individuals. The Convenor will be one of the members appointed to the SIG committee.

If there are more than nine nominations an election will be held. The current committee members of the sponsoring sections will participate in the elections. If there are 9 or fewer nominations, all nominees will be appointed.

Should there be fewer than 9 formally appointed members, the process set out in Section 12.3.4 shall apply. In parallel, the SIG should aim to have sufficient individuals ready to self-nominate for the SIG Committee at the time of the next elections.

Those members appointed will officially form the SIG Committee and be listed on the website. The SIG is encouraged to work with other interested volunteers informally.

Membership should be regionally diverse, and consideration should be given to new professionals being included.

The term of appointment for members of SIG committees will be two years renewable once.

12.4.6 Co-opted members for Special Interest Groups (SIG) with fewer than 9 members, co-opted members for diversity, mentors

12.4.6.1 Process for determining co-opted members

The process for co-opted members must at all times take place in a fair and transparent manner and will follow the process set forth in section 11.3.6.

Co-opting should occur via a call for expressions of interest that is communicated through networks and channels that are relevant to IFLA. Strengthening regional diversity should be built into any co-opting process and therefore may result in targeting particular regions or sectors in the call.

Prospective co-opted members should submit an expression of interest along with a statement of motivation describing how they can add value to the existing Special Interest Group. The documentation of each prospective member and original rationale provided by the Convenor should then be discussed by the Convenor, the Sponsoring Section Chair and the Professional Division Committee Chair, after which the Convenor names the co-opted member(s).

The Convenor of the Special Interest Group is then responsible for communication with the successful and unsuccessful co-opted members. IFLA HQ must be informed of any successful members.

These co-opted members are co-opted as full members of the SIG committee with no requirement to attend WLIC in person. Former members of the Special Interest Group may not be co-opted to the same Special Interest Group.

The co-opted member serves until the next formal election cycle. Members co-opted for any reason wishing to continue on the Special Interest Group must stand for election at the next cycle. Where an individual is co-opted at the beginning of a term in order to fill available places or to promote diversity, the term of co-opting counts as one term toward the two-term limit. If someone is co-opted subsequently, as a result of a mid-term vacancy, this does not count towards term limits. Individuals who stand for re-election for a second term and who are unsuccessful, may not be co-opted to the same Special Interest Group in order to serve for a second term.

The Professional Support Officer will keep track of who has been co-opted and why. A summary will be provided to the Professional Council at regular intervals.

12.4.6.2 Co-opted members for regional diversity (optional)

In line with Rule R21.1.2.10, the Convenor of the Special Interest Group, in consultation with the Chair of the Sponsoring Section and the Professional Division Committee Chair, shall determine whether up to five additional members should be co-opted in order to support the regional diversity of the Special Interest Group. Their term shall be until the next elections for the Special Interest Group and is not renewable.

This process is applicable to those Special Interest Groups with a full roster of 10 members. Special Interest Group Convenors review the members of the Special Interest Group and indicate where regional diversity is lacking. If all IFLA Regions are present in the Special Interest Group, no co-option is required. Chairs should refer to this review and data in their co-opting rationale and discussion with the Sponsoring Section Chair and Professional Division Committee Chair.

The co-opting process should take place as outlined in the process above and be specific as to the gap needing to be filled. It is not always possible to find someone from a specific region, and unsuccessful attempts should also be communicated to the Professional Support Officer.

12.4.6.3 Casual Vacancies

The resignation of a Special Interest Group member during their term results in a casual vacancy. Depending on the time left before the next election cycle, the Convenor may use one of the co-option arrangements noted above to fill the vacant position.

In the event of a casual vacancy in the Convenor position, the SIG committee will elect a member to fill the vacancy for the remaining term. On completion of that term, the Convenor may be re-elected for a second consecutive two-year term. The partial term does not count toward the 2-term limit toward the role. The elections process will be facilitated by the Professional Support Officer.

12.4.6.4 Removal of Inactive Members and Replacement Process

Individuals elected to any IFLA committee are expected to participate fully in the activities of the committee. Each Committee member should be actively engaged and involved in Committee activities and projects from the beginning of their term. Every effort should be made to engage and encourage Committee member involvement.

Members unable to attend a meeting or take part in activities should be asked to send an apology to the Convenor in advance of the meeting so it can be noted in the minutes.

Individuals who do not participate in the activities of the committee, i.e., do not attend meetings, do not sign up for a committee activity, do not respond to emails, and do not contribute in another way, may be removed from the committee. The following process will be used to remove inactive members:

12.4.6.4.1 Documenting inactivity

The Convenor is responsible for documenting evidence of non-participation, E.g., emails, meeting minutes. Keep all emails related to absence, apologies or inactivity as these must be sent to the IFLA Administrative Officer to justify removal from the Committee.

Committee members unable to attend a meeting should send an apology to the Convenor and Secretary in advance of the meeting so it can be noted in the minutes.

Committee members who do not send apologies before the meeting, should be noted as absent in the minutes.

12.4.6.4.2 Process for removal

1. If, after 3 months, a member has not participated in Unit activities or communications (as above), the Convenor will contact the member to learn the reason and to offer the member several options for participating.
2. If the member cannot participate, the member will be asked to confirm via email if they wish to step down to make room for another person to join.
3. If no response is received within two weeks of this communication, the Committee Chair/Convenor will send a follow-up email and cc the Division Committee Chair and the PSO, asking the member to respond within two weeks.
4. If there is no response to the communication after these two weeks, the member will be considered to have resigned. The Committee Chair will send another email to the individual, with the Division Committee Chair in cc, informing them that they are considered to have resigned.

5. The Committee Chair will inform the Administrative Officer (committees.admin@ifla.org) forwarding on the email chain for IFLA HQ records.

NB: If conflict resolution is required, the Division Committee Chair will contact the PC Chair, who will facilitate the process along with a representative from IFLA HQ

12.4.6.5 Mentors

Appointment of Mentors (in professional Units)

Following elections, the Convenor of the Special Interest Group, in consultation with the Chair of the Sponsoring Section and the Professional Division Committee, shall determine whether up to three Special Interest Group Mentors shall be appointed to support the work of the Special Interest Group. Their term of office shall be one term of four years. Mentors are not members of the Special Interest Group and have no voting rights.

A previous committee member is eligible to serve as a Mentor. Mentors cannot subsequently stand for election to that Special Interest Group until a full term has passed. Individuals can only be a mentor to one Special Interest Group.

The role of a Special Interest Group Mentor is to provide support in a variety of areas: mentorship for new members, expertise and advisement on projects, regional support or perspective.

Qualifications

The Convenor should identify the qualities, attributes, and benefits provided by the Mentor and provide this for discussion to their Professional Division Committee Chair. The Professional Division Chair will consider the composition of the Special Interest Group and decide whether the Mentor should be appointed. Details of the Mentor should be provided to IFLA HQ.

Mentors can be appointed at any time during the term of the Special Interest Group, however their four years will always end at the time of the next election cycle plus one. i.e., partial of two years plus an additional two years.

12.4 Meetings and planning

12.4.1 Meetings:

SIG Committees shall meet and take decisions in accordance with Rule R28. SIG Committees hold meetings to progress work. In addition to meetings held to progress Unit work, SIG catch up events and social gatherings are encouraged to build relationships and connections between members, to network, share experience and build skills.

It is recommended that SIGs meet 3 times per year and preferably more often in order to progress actions.

12.4.2 Planning

Action Plans describe what SIGs are hoping to achieve and the activities in which they are involved. This assists in communication within and between their sponsoring Section, other IFLA Units, Regional and Advisory Committees and IFLA Members. It also encourages collaboration and engagement with the wider library field. They provide a basis for regular reporting.

Action plans are developed at the start of each mandate, for a two-year period. They should contain actions which contribute to the achievement of the terms of reference of SIGs and include outcomes, outputs, timelines, measures of impact, and an indication of potential partners for each action.

SIGs follow the same reporting requirements as Section Standing Committees – and are asked to plan one activity in addition to anything planned for WLIC.

Units develop Action Plans based on a two-year cycle and are aligned with the IFLA Strategy 2019-2024. SIG Members accomplish the plan using Zoom, email, Basecamp and other collaboration platforms. Each SIG member is expected to be an active participant in the SIG's work, and to participate in at least one project, activity or initiative each year.

The SIGs plans and reports should be shared with the relevant sponsoring section(s) and their Professional Division Committee Chair. The Professional Division Committee Chair supports the Professional Units in their Division by reviewing plan and report content and providing constructive feedback on the following, prior to submission to HQ:

- SMART actions (Specific, Measurable, Achievable, Relevant, Timebound)
- Timelines and timeframes proposed for completion
- Impact and usability of the proposed outputs
- The global reach of the proposed outputs

Unit Annual Reports

Units produce Annual Reports about the Unit's work in preparation for presentation at WLIC Business Meeting 1.

- Reports are shared with Standing Committees at WLIC Business meeting 1
- Report data is compiled by IFLA HQ and reported to the Professional Council and Governing Board, and is used for Unit reviews
- Reports are published to Unit webpages and shared with Section membership
- Recognition is noted of how Committee Members have contributed to the Unit's activities and results.

12.5 Communications

An important part of the work of SIG Committees is communication, to IFLA's Members and Affiliates within regions, to the wider library field (both, to other parts

of IFLA, and to external partners. Communication is both a key part of the Committees' role, and a means of maximising the impact of other elements of their work.

SIGs therefore should ensure that communications are integrated into their action plans, and that there is a regular flow of news and other material on their pages on the IFLA website. They are encouraged to work with IFLA Headquarters to achieve this.

In carrying out communications work, SIGs should apply their knowledge of what will be most effective in reaching out to different target audiences, bearing in mind different tools available, styles of presentation, clarity of language and more.

A small group should take on the task of communicating the work of the SIG via the SIG's webpage, social media networks, and the uploading of resources to the IFLA Repository.

12.6 Evaluation and Review

SIGs report via the Convenor to their sponsoring Section and to their Division Chair. Reporting should provide a means of raising issues and highlighting priorities to both parties. This process is on hold.

13. Working Groups and Networks

13.1 Networks

The plan for implementing Networks was approved by the Governing Board in June 2023.

IFLA Networks are designed as a collaborative structure to focus on high interest topics from different perspectives. Through cross-collaboration among IFLA's Committee structures, they are focussed on one topic to achieve defined goals determined by the members of the Network.

Networks coordinate current activities and fill gaps to fully explore a topic. Strategic actions can be developed specifically where cooperation is required among a range of stakeholders.

13.2 Process for establishing an IFLA Network

As a strategic and IFLA-wide collaborative structure, the process for establishing IFLA Networks was approved by the Governing Board in December 2023.

Glossary

- Initial parties – individual(s) who propose or lead the proposal of a Network's formation.
- Lead organizing branch – the IFLA branch (Advisory, Professional, Regional) who is advocating for the Network's formation and with whom the initial parties are affiliated.
- Sponsoring committee – An IFLA Committee (Section Standing Committee, Regional Division Committee, Advisory Committee, Special Interest Group) supporting the formation of the Network.
- Network member – a named representative of a sponsoring committee or individual external to IFLA committees who will participate in the activities of the network.
- IFLA HQ Liaison – the member of the IFLA HQ team who supports a particular IFLA Committee or set of committees.

Process

1. Initial parties meet to determine a priority and focus for a new Networks. This should include interest from relevant IFLA sponsoring committees.
2. Initial parties post a call via IFLA-L and relevant professional networks to determine wider interest
3. Interested parties hold a working meeting to develop initial ideas into a final proposal – Please contact your IFLA HQ Liaison for a copy of the proposal form.
4. As part of the final proposal, the prospective network determines 5 sponsors
5. Prospective Network completes the proposal template (see annex below) with all necessary information
6. Completed proposal template with endorsement by sponsors is submitted by the IFLA HQ liaison to GB for consideration (as above)

7. The decision is relayed to the Network proposers by the IFLA HQ liaison.
8. Any subsequent reporting documents are relayed to the Governing Board via IFLA HQ.

Network Membership

1. Each sponsoring committee appoints one elected member to serve as a member of the network.
2. Appointments must be done in a fair and transparent manner
3. No person may be appointed to more than one network
4. Cumulation of roles rule (election or appointment to no more than two IFLA committees) applies
5. Network members are not required to be current members of IFLA committees
6. There is a minimum of 5 members in a Network, including the Convenor. There is no maximum number of members, however each member is expected to be engaged in the work and activities.
7. In case there is a very large interest (e.g. over 20 Sponsors) over a longer time, and a demonstrable need and track record of delivering value for participants and the wider library field, this would be an indicator that the topic may be appropriate for more permanent format such as a Section or Advisory Committee.

Governing Board approval of a Network

The Governing Board will

1. Consider the proposal, approving or asking for comments as needed.
2. Determine a mandate of between 2-5 years.
3. Determine reporting requirements on a network-by-network basis, depending on the focus of the Network, their activity and the needs of the Governing Board in relation to the focus of the Network.

13.1.1 List of Networks

Pending

13.1.2 Role, Purpose and Activities

Networks collaborate to focus on high interest topics from different perspectives. Through cross-collaboration among Sections, Advisory Committees and Regional Division Committees (who can be possible sponsors) they focus on one topic to achieve defined goals determined by the members of the network. Networks coordinate current activities and fill gaps to fully explore a topic. Strategic actions can be developed specifically for cooperation with external bodies for a bigger impact.

13.1.3 Relationship with Other Committees and Bodies

A network requires at least five Sponsors. They should represent Sections, Advisory Committees or Regional Division Committees (further called sponsoring bodies). One elected member from the sponsoring body must serve as a member of the network and will be appointed by the body. Therefore, a member of a network will always

have a double function which is not accounted for in the 2 possible elected functions in IFLA. Nobody can be appointed to more than one network.

Members of a network act in their personal role as experts. In this role they should also organize the communication between the network and the sponsor.

13.1.4 Time Limits and Review

All Sponsors must renew their commitment every two years. As long as at least five Sponsors are maintained the network will continue its work. To renew the Sponsorship, a Network member must be appointed by the Sponsor.

13.1.5 Roles

Convener – lead responsibility for the network, organizing network meetings and providing an action plan with goals.

Members: Sponsor to appoint one committee member to be a member of the network.

Consultants: External experts (specially from other organisations) can also be invited to join the network.

There are a minimum of 5 members in a Network, including the Convenor. Technically there is no maximum to the number of members, however network members should be engaged in the work and activities. In case there is a very large interest (e.g. over 20 Sponsors) over a longer time, this would be a good indicator that the topic is valid for another format such as a Section or Advisory Committee.

13.1.6 Convenor Nomination and Election

The Convenor can be anybody interested in leading the discussion of the topics (they do not have to be an IFLA member or affiliate.) Ideally this is one of the appointed members but there can be exceptions.

The Convenor is elected by the appointed Members of the network.

13.1.7 Meetings and Planning

A network should meet at least three times a year.

The meetings should be open, and minutes should be published in the IFLA repository.

Ideally the meetings should be 2 weeks before the GB meetings, so results can be sent to the GB for approval and reporting can be submitted for information.

13.1.8 Reporting, Evaluation and Review

Simple planning and reporting documentation equivalent to one 'focus area' of a Section action plan/report. Reporting is sent to the GB.

GB review every four years - recommend continuation, closure or promotion to a Section or Advisory Committee.

The GB has the final decision if a network is promoted because the topic is identified as relevant in the long term for IFLA.

14. Regional Council

14.1 Role, Purpose and Activities

IFLA's Regional Council has a particular focus on advocacy, offering advice on issues with a regional dimension, such as engagement around the UN Sustainable Development Goals.

It oversees the work of the Regional Divisions, providing support and guidance to regional work and assistance with action planning and implementation. The Regional Council shapes IFLA's wider regional programming through both defining its own action plan and providing input on wider initiatives with a regional aspect, working with IFLA's Headquarters and Regional Offices.

IFLA's Regional Council brings together the Chairs of IFLA's six Regional Divisions. Through its Chair, the Regional Council highlights priorities and emerging issues for the Governing Board. The Council works with the Professional Council and other IFLA committees on issues of shared concern.

14.1.1 Relationship with other committees and bodies

[covered below]

14.1.2 Relationship with PC

Relationship with Professional Council: The Regional Council and the Professional Council have their own distinct areas of responsibility.

However, it is clear that the role of IFLA's regional structures in strengthening the library field in all parts of the world will inevitably involve activities relevant to some of IFLA's professional structures. Similarly, many of the initiatives launched by IFLA's professional structures will have an important regional dimension.

The Chairs of the two Councils have formal mechanisms for facilitating contact and communication, both through their participation in the Governing Board (to which both Councils report), and in acting as ex officio members of each other's Councils (or designating a representative to do this).

Once a year, there should be a joint meeting with the Professional Council, allowing for a wider discussion of how to ensure the most effective possible cooperation between the regional and professional structures.

- ⇒ Participation of the Regional Council Chair in the Professional Council (and vice-versa) should provide an opportunity to report on key areas of work and other issues which are likely to be of interest. Further information can be shared in writing.

- ⇒ Coordination between the Councils can also provide a framework for successful collaborations between Regional Divisions and Professional Units, through helping to make and celebrate links.
- ⇒ The Chairs of the Councils should work together to identify an optimal date and time for a joint meeting, bearing in mind work planning cycles.

14.1.3 Relationship with Advisory Committees

Relationship with Advisory Committees: given the strong focus of the Regional Council on advocacy, and the clear role of the advisory committees in working on policy and advocacy issues, it will be important to ensure strong communication. This will help both to inform the work of each, and increase the impact of their work.

- ⇒ The Advisory Committees, with their global, expert perspective on issues in their areas of competence, and the Regional Council, providing a regional perspective on priorities, for libraries, have a valuable role in determining where IFLA can most effectively focus.
- ⇒ It will be advisable for the Regional Council to receive regular updates on the issues being discussed by Advisory Committees, as well as to discuss how work on these global priorities can be implemented through action at the regional level. In return, the Regional Council may help identify questions where the input of the Advisory Committees will be helpful, via the Governing Board.
- ⇒ Advisory Committees may also work with Regional Division Committees, with such cooperation reported to the Regional Council.

14.1.4 Relationship with Regional Offices

Relationship with Regional Offices: IFLA's Regional Offices report directly to IFLA Headquarters, but will have an important role to play, where they exist and within their means, in supporting the success of the new regional structures. See Section 14 (Regional Division Committees) for more about their work.

14.2 Membership, Nominations and Elections

As set out in Rule R20.4, the Regional Council is made up of the Chairs of each of the Regional Division Committees and the Chair of the Regional Council.

In addition, a member of the Professional Council may attend the meeting as a liaison. The Professional Council will determine at its first meeting which member(s) will attend.

- ⇒ It may be the case that the Chair of each Council attends the other, but this is not obligatory.

Finally, the Secretary General attends in an advisory capacity, and/or names representatives to attend.

14.2.1 Nomination and election of Regional Council Chair

The Chair of the Regional Council is chosen every two years, at the same time as the Governing Board and other elections take place.

At the beginning of the process, the expectations of candidates for the position of RC Chair are agreed by the Governing Board, with reference to the tasks that they and the Council as a whole will be expected to undertake. Eligible candidates are the outgoing Chairs and Vice-Chairs of Regional Division Committees. It is possible for someone to serve on the Regional Council first as a member (i.e. a Chair of a Regional Division Committee), and then as Regional Council Chair.

- ⇒ Requirements need to be set out clearly and be carefully designed so as to promote as diverse as possible a range of candidates who can fulfil the role.

Successful candidates for the role of Regional Council Chair will not be able to hold any other role within IFLA, unless explicitly provided for in the Statutes and Rules of Procedure.

All IFLA Members and Affiliates have the possibility to make a single nomination for Regional Council Chair. In addition, members of the Regional Division Committees can also nominate. Five nominations are necessary to ensure a valid candidacy. Instructions will be shared openly about how to do this.

Once the window for receiving nominations has closed, and provided that there is more than one candidate for the position, IFLA Members and Affiliates will then be asked to vote by ballot (usually electronic). In the elections, when it comes to IFLA Members (Association, Institutions and Honorary Fellows), the same voting weights as at the General Assembly apply (see Article 12.2 of the Statutes). IFLA Affiliates have just one vote each. The winner is the candidate with the highest number of votes.

In the case of a tie, the election will be re-run. If this still results in a tie, and if the candidates cannot come to an alternative arrangement, the choice will be made by a coin-toss or other random method.

Successful candidates serve for two years and cannot stand for immediate re-election as Regional Council Chair. If they wish to serve again, they should wait a term, and then apply again.

If a Regional Council Chair is no longer able to fulfil their role, then the Governing Board will need to determine an open and transparent way of filling this.

- ⇒ If there are more than 8 months of a term to go, the default will be to follow the standard procedure for a Regional Council Chair election as set out above. If it is less, the Governing Board will want to determine an appropriate process in line with the principles of openness and transparency.

- ⇒ It should be noted that given that the pool of candidates is existing Regional Division Committee Chairs and Vice-Chairs, replacing the Regional Council Chair will also create a gap in one of the Regional Division Committees.
- ⇒ It is not the case, in this situation, that the Vice-Chair simply steps in for the rest of the term of the Chair, but they can at least fill the gap.

Replacement Regional Council Chairs only serve until the next elections. If a replacement Regional Council Chair is named before the half-way point of the Council's mandate, that term counts as one term, and so they cannot stand again as Regional Council Chair at the next election. If they are named after the half-way point of the Council's mandate, they can stand again as Regional Council Chair at the next election.

The nomination and election of Regional Council members is covered in Section 14.3.

14.2.2 Chair and Vice-Chair Roles

The Chair of the Regional Council is responsible for leading the work of the Council. They coordinate and support the development of Regional Division action plans, review Regional Division activities and raise emerging issues to the Governing Board.

They should also lead efforts to provide input on IFLA advocacy work, review success in developing the regional dimension of the IFLA Strategy and promote IFLA membership and fundraising in the regions. They oversee coordination of work with the Management of Library Associations Section as well as with the Professional Council (alongside the Professional Council Liaison).

- ⇒ The Chair is likely to have a busy role, attending and supporting the work of different Regional Division Committees, as well as in steering the work of the Regional Council itself, and taking on the tasks of an IFLA Governing Board member.
- ⇒ As highlighted, the task of liaising with other committees may be delegated to another member of the Council.

The Vice-Chair is there to support the Chair and to step in when they are not able to carry out their tasks. This includes standing in for the Chair at meetings of the Governing Board if necessary as an observer and receiving all relevant support to do so.

- ⇒ The Chair and Vice-Chair should work together to identify optimal modalities of work, potentially sharing responsibilities if they wish.

Importantly, both the Chair and Vice-Chair serve in a personal capacity. This means that they should not act only on behalf of their region, country, association or institution, but rather on behalf of all regions. Other members of the Regional Council also serve as Chairs of their Regional Division Committees, representing their

region's interests rather than those of their own home country or institution. Of course, in serving, they should look to find consensus around how best to support the pursuit of IFLA's goals.

Election of the Vice-Chair:

The Regional Council also has a Vice-Chair, whose role is set out below. The Regional Council should look to appoint a Vice-Chair from amongst its members as early as possible. There should be an open call for candidates from among RC members, based on a similar set of expectations as for the Regional Council Chair.

Candidates should have a reasonable time to submit candidate statements (a week or more), and then the Regional Council should have the time to vote on these candidates (a week or more). IFLA HQ will run the elections, working with the Chair.

- ⇒ It may make sense to use an appropriate digital platform in order to provide anonymity in this situation.

In the case that a Vice-Chair cannot perform their duties, the Chair of the Regional Council should launch a process to elect a new one if the absence is likely to last for any longer period of time. This should follow principles of openness and transparency.

14.3 Meetings and planning

14.3.1 Meetings

The Regional Council shall meet, in person or virtually, a minimum of three times each year, once with the Governing Board and once with the Professional Council. This may be a collective meeting of the Board with the two Councils. One meeting may take place during the Federation's annual Congress.

- ⇒ The Chair of the Regional Council should work with the President and Secretary General to identify an optimal date for this, as well as to propose an agenda that makes best use of the opportunity presented by such a meeting.
- ⇒ Meeting agendas will typically include discussions of reports on the activities of Regional Division Committees, updates on the work of the Professional Council and Advisory Committees, and potentially thematic discussion of an issue related to the mission of the Council as a whole. Time will need to be made to respond to requests from the Governing Board

It may be the case that more frequent meetings are helpful, and that care is taken to hold these at times that accommodate different time-zones. Similarly, it may make sense to schedule meetings ahead of Governing Board meetings in order to allow for rapid reporting and decision-making.

Rule of Procedure R28 applies to the conduct of meetings. See also the general guidance on meetings in Section 15.5 of this Handbook.

In meetings, the Chair is expected to act in a personal capacity, and the members to represent their Regional Division Committees where appropriate.

- ⇒ It follows that members of the Regional Council should not be representing their country, association, institution or other groups.

The Regional Council should also aim to meet at least once with the Regional Division Committees per year.

- ⇒ Ideally, such a meeting can take place at WLIC. However, if this is not possible, it is likely that it will be necessary to hold joint sessions at different times in order to accommodate time-zones.

14.3.2 Planning

At the beginning of its term, the Regional Council sets its own broad plan for the development of IFLA's regional structures, in line with any guidance provided by the Governing Board, as well as IFLA's wider Strategy.

- ⇒ Objectives created under this plan provide guidance for the agenda and work of the Regional Council and form the basis of the report provided by the Chair to the Governing Board.
- ⇒ In its own work, it will be good practice for the Regional Council to set out a forward plan of meetings and the issues it intends to address at these, in order to allow for effective preparation and activities over a longer period. Time will also need to be set aside for matters arising.

14.4 Reporting, Evaluation, Review and Handover

The Regional Council reports directly to the Governing Board through its Chair, who is also a GB member. This will take place through regular reporting around the plans and achievements of the Council and the Regional Division Committees. Reporting should also provide a means of raising issues and highlighting priorities to the Governing Board.

At least once during the mandate of the Regional Council, the Governing Board should carry out an evaluation of the Regional Council, based on its terms of reference as set out in the Statutes and Rules of Procedure. The Governing Board can set out more detailed provisions for this.

This evaluation may lead to recommendations that shape the operation of the Regional Council in future, and which may potentially be reflected in this Handbook, or even in the Rules of Procedure.

The Regional Council may also wish to incorporate self-evaluation exercises on a regular basis, assessing the effectiveness of meetings and wider work, and exploring means of improving this. Such discussions could take place during closed sessions. The Chair should lead this exercise unless they choose to delegate this responsibility to another member of the Regional Council.

Handover: to support the continuity and effectiveness of IFLA's work, the Regional Council Chair, working with IFLA HQ, has a particular responsibility to facilitate handover at the end of their terms. This includes sharing all relevant documentation (minutes, action plans, reports), as well as tools (social media and other accounts), and briefing on key priorities and issues that their successors should be aware of. Nonetheless, it is up to the incoming Committee to determine the path they take.

15. Regional Division Committees

15.1 List of Regional Divisions

- Asia-Oceania
- Europe
- Latin America and the Caribbean
- Middle East and North Africa
- North America
- Sub-Saharan Africa

15.2 Role, Purpose and Activities

As set out in IFLA's Rules of Procedure (Rule R20.4.6.1), the remit of Regional Division Committees is to support the development and delivery of action plans that respond to the needs of the library field across the region, in line with IFLA's overall strategy and working with other relevant committees and groups. They contribute actively to efforts to engage Members and reach out to non-Members.

They have a crucial role in ensuring that IFLA is carrying out work that delivers on the priorities of libraries and library professionals in each world region, in reaching out and ensuring that as many associations, institutions and individuals as possible benefit from IFLA's work. The RDCs can refer important issues at the regional level up to the Regional Council and Governing Board.

To do this, RDCs carry out a range of activities, from research to the production of advocacy materials, and from training sessions to communications targeted at the wider library field. These actions are set out in regional action plans.

15.2.1 Relationship with Other Committees and Bodies

In addition to their relationship with the Regional Council as their 'parent committee', Regional Division Committees have a mandate to cooperate with other units in IFLA in pursuit of their missions.

Concerning **other Regional Division Committees**, cooperation may serve to address shared issues, or situations where there is experience in one region from which another could benefit. Working together in the Regional Council offers additional possibilities to do this.

Concerning **Advisory Committees**, there is very strong potential for cross-over, given that many of IFLA's global advocacy priorities are closely associated with the work of these Advisory Committees.

- ⇒ Different levels of engagement are possible, from information sharing or offering comments to more intensive work on preparing research, statements, or training opportunities. It is recommended that Chairs work together to structure collaboration here.

Concerning **Professional Units**, there is again strong potential here for collaboration, in particular where the work of such units has a regional focus, or where an RDC is considering an issue closely aligned with the work of a Section, Special Interest Group or other entity.

- ⇒ Here too, Chairs can lead the way, but should make sure to copy in the relevant Professional Division Committee Chair and inform the RC chair.

15.2.2 Names and coverage of countries

The names and coverage of each region is set out on the [IFLA website](#). This division is agreed by the Governing Board in advance of each election cycle, based on an assessment of what will best enable each Regional Division Committee to achieve its goals.

15.3 Membership, Nominations, Elections, Appointments and Vacancies

As set out in Rule R20.4.6.2, the Regional Division Committee is made up of between 15 and 20 members who are either directly elected by IFLA members and affiliates in the region or appointed according to the processes set out below. The Chair of the Regional Council may also attend the meeting as a liaison.

Finally, the Secretary General attends in an advisory capacity, and/or names representatives to attend.

15.3.1 Nomination and election of Regional Division Committee Members

Members of Regional Division Committees (RDCs) are elected every two years, at the same time as the Governing Board and other elections take place.

At the beginning of the process, the expectations of candidates for the position of RDC Members are agreed by the Governing Board and publicised. All individuals based within the region and who can fulfil the expectations set out are eligible candidates, with the exception of individuals who are coming to the end of a second consecutive term on the Committee.

- ⇒ Requirements need to be set out clearly and be carefully designed so as to promote as diverse as possible a range of candidates who can fulfil the role.
- ⇒ It may not be clear in advance to which (and how many) positions a single candidate might be successfully elected. However, the rules on holding more than one elected position in an IFLA committee will apply. See Section 15 for more.

All IFLA Members and Affiliates have the possibility to make nominations for members of their region's RDC. They may make as many nominations for candidates based in each country as allowed under the national caps set out in 14.3.1. One nomination is necessary to ensure a valid candidacy.

Once the window for receiving nominations has closed, and if this is necessary, IFLA Members and Affiliates will then be asked to vote through an electronic ballot. In the elections, when it comes to IFLA Members (Association, Institutions and Honorary Fellows), the same voting weights as at the General Assembly apply (see Article 12.2 of the Statutes). IFLA Affiliates have just one vote each. The winners are the candidates with the highest number of votes, once rules around national caps are applied (see 14.3.1 for more).

In the case of a tie, the election will be re-run. If this still results in a tie, and if the candidates cannot come to an alternative arrangement, the choice will be made by a coin-toss or other random method.

Successful candidates serve for two years. They can serve no more than two consecutive terms. If they wish to serve again, they should wait a term, and then apply again.

If an RDC member is no longer able to fulfil their role, the provisions of Sections 14.3.4 or 14.3.5 of this Handbook apply.

Information about the election of Chairs, Vice-Chairs and Information Coordinators is included below.

15.3.2 Chair, Vice-Chair and Information Coordinator Roles

Regional Division Committees have three office-holding roles - Chair, Vice-Chair and Information Coordinator.

15.3.2.1 Roles

The Chair of the Regional Division Committee is responsible for leading the work of the Committee. They coordinate the development and delivery of Regional Division action plans and participate actively in the Regional Council on behalf of their regions. In this, they contribute strongly to the achievement of the goals of the RDC set out above.

- ⇒ The Chair, in those regions where this is relevant, is likely to have a key role in defining divisions of labour with Regional Offices and Language Centres (see below)

The Vice-Chair is there to support the Chair and to step in when they are not able to carry out their tasks. This includes standing in for the Chair at meetings of the Regional Council if necessary as an observer and receiving all relevant support to do so.

- ⇒ The Chair and Vice-Chair should work together to identify optimal modalities of work, potentially sharing responsibilities if they wish.
- ⇒ Typically, the Vice-Chair will take on the responsibilities of a Committee Secretary, working with the chair to ensure the optimal organisation of meetings, their recording and follow-up

The Information Coordinator leads work to ensure the effective communication of the RDCs work. This is an important role, given the mission of RDCs to ensure outreach and dissemination. They may work with a team within the Committee, as well as Regional Offices where appropriate.

Importantly, the holders of all of these roles serve in a personal capacity. This means that they should not act only on behalf of their country, association or institution, but rather on behalf of all of the region.

Committees may choose to have other informal positions, for example leading working groups or in providing support for an officeholder. These should be filled in an open and transparent way, under the responsibility of the Chair. They do not lead to any additional powers or rights compared to other RDC members.

15.3.2.2 Elections

All three office-holding roles are elected by incoming Committees from amongst their members.

To fill these roles, there should be an open and transparent election process within the incoming committee. Eligible candidates are incoming committee members. It is not possible to serve two terms as chair, unless the provisions for replacement chairs apply as below.

A nominations and elections process should be confirmed by the outgoing Regional Council in advance, building on what has been agreed by the Governing Board, and every reasonable effort should be made to ensure that all relevant candidates understand the steps and the opportunities open. This should include sharing:

- An announcement of vacancies to all incoming RDC members, setting out the process
- Details of the vacancies, including skills, experience and time commitment required, the time commitment expected, and planned dates
- Information about what candidates need to do to feature in elections

The time allowed for candidates to self-nominate should be at least a week.

Elections will be held electronically, and be organised by IFLA Headquarters, which will provide a means of reviewing the names, details and statements provided by each candidate. It will also ensure a means of checking that those who have voted are entitled to vote.

Incoming RDC members will be given enough time to consider the candidates and votes (at least a week) Each incoming RDC member has one vote for each of the rules. Voting information will be retained by IFLA HQ until the Committee formally takes up its mandate, in case of any challenge. However, voting information will not be shared with other candidates.

If there is only one candidate for each role, then they will be elected automatically. Otherwise, the candidate with the most votes will be elected. In the case of a tie, the election will be re-run. If this still results in a tie, and if the candidates cannot come to an alternative arrangement, the choice will be made by a coin-toss or other random method.

The results of the elections should be formally minuted by the Regional Council.

15.3.2.3 Replacing Chairs, Vice-Chairs and Information Coordinators

In the case that a Chair cannot perform their duties, the Chair of the Regional Council should launch a process to elect a new one if the absence is likely to last for any longer period of time, following the same procedure as for electing the previous Chair.

Replacement Regional Division Committee Chairs only serve until the next elections. If a replacement Regional Division Committee Chair is named before the half-way point of the Council's mandate, that term counts as one term, and so they cannot stand again as Regional Division Committee Chair at the next election. If they are named after the half-way point of the Council's mandate, they can stand again as Regional Division Committee Chair at the next election (assuming they are also elected to the Committee as a member first).

In the case that a Vice-Chair or Information Coordinator cannot perform their duties, the Chair of the Regional Division Committee should launch a process to elect a new one if the absence is likely to last for any longer period of time, following the same procedure as for electing the previous Vice-Chair or Information Coordinator.

15.3.2.4 Caps

In order to support geographical diversity, one step taken with the RDCs has been to place caps on representation from any one country. The below maximum caps on numbers of members of a single Regional Division Committee coming from any one country have been set, for 2021, at the following levels:

Asia-Oceania: maximum 2 members per country

Europe: maximum 1 member per country

Latin America and the Caribbean: maximum 2 members per country

Middle East and North Africa: maximum 1 member per country

North America: maximum 10 members per country

Sub-Saharan Africa: maximum 2 members per country

These caps apply only to directly elected members of these committees, and not to co-opted members or mentors.

- ⇒ Nonetheless, if top-up members or mentors display insufficient geographical diversity, this may be a reason for the Regional Council to reject proposals, or to request changes.

In practical terms, it will mean that only the top 1, 2 or 10 (depending on the region) candidates from any one country can be elected in this way.

- ⇒ For example, even if, say, the third placed person from country X in Asia-Oceania is one of the candidates with the top 20 highest number of votes, they will not be elected, and instead, the candidate with the 21st highest number of votes will be elected (unless they are disqualified for another reason).

15.3.2.5 Co-option of top-up members (beginning of a term)

Where a Regional Division Committee has fewer than 20 directly elected members, they can co-opt further members to bring them up to at least 15, and towards 20 if they wish. A key goal here is to strengthen diversity, in terms of geography, library type and experience.

Members co-opted in this way serve as full members of the RDC, until the next formal election – elections are held every other year. They should have a reasonable expectation of being able to serve out this term. They must stand for election at the next cycle if they wish to continue serving on the same committee, and if they are not elected, they may not be immediately co-opted. A term as a co-opted member, according to these provisions, counts as one term towards the two-term limit (see below for provisions for members co-opted mid-term).

The following process should be followed:

1. Once elected, the incoming RDC Chair evaluates the existing Committee membership to determine its composition, identifying the gaps in representation and experience which could be filled, and on this basis defines a call.
 - ⇒ An RDC should look to fill spaces left after an election as soon as possible in order to bring the committee up to full strength.
2. The RDC Chair informs the Regional Council (RC) Chair and IFLA HQ about the call and the planned window. The RC chair must give their assent to the rationale and call before it goes out.
3. The RDC Chair, with support from IFLA HQ, puts out a call for expressions of interest for their Committee via IFLA-L and their own listservs and networks – the purpose/focus for co-opting should be indicated in the call text. There should be an effort to ensure this call is widely disseminated, that the details of the vacancies are clear (including skills, experience, time commitment, number of vacancies, requirements for expressions of interest, and subsequent process)..
4. The window for accepting expressions of interest is at least two weeks. Expressions should be made by e-mail or other means set up for the purpose and include an indication of how candidates can fulfil the requirements set out.
5. At close of the call window, the RDC Chair makes a recommendation to the Regional Council Chair, providing the documentation and original rationale.

The RDC Chair may consult the wider RDC. The Regional Council then makes the formal final decision.

6. After selection has been made, the RDC Chair informs both successful and unsuccessful candidates, with successful candidates asked to fill in the relevant data protection forms to be featured on the website.
7. IFLA HQ provides new members with onboarding information.

15.3.2.6 Mentors

Regional Division Committee (RDC) mentors provide support to RDCs in a variety of areas: guidance and mentorship for new members, expertise and advice on Committee projects, or another unique perspective. Up to three (3) mentors can be appointed to support the work of the RDC.

This is the process for appointing mentors:

1. In discussion with the Committee, the RDC Chair will identify the qualities, attributes, and benefits needed to support the Committee's work.
2. The Committee will identify potential mentors.
3. The Committee Chair will provide the names of the proposed mentors and their attributes to the Regional Council Chair for discussion.
4. The Regional Council Chair will consider the composition of the RDC and decide whether the mentor should be appointed. They may consult with the wider Regional Council.
5. Once approved, formal confirmation of the details of the mentor will be provided to IFLA HQ.
6. The RDC Chair will notify the mentors about their role once appointed.
7. The mentor(s) will complete data permission forms before their name is added to the RDC's webpage.
8. Mentors not fulfilling their role can be removed using the same process used to remove RDC members.

Potential RDC mentors should know:

- Individuals can be a mentor to only one Committee of any type.
- A previous RDC member can serve as a Section mentor.
- A mentor's term of office is one term of two (2) years – this ends at the time of the next election cycle plus one (i.e. a partial term plus a full one). They should have a reasonable expectation of being able to serve out this term.
- Mentors are not members of the RDC and do not have voting rights
- Mentors cannot subsequently stand for election to that Standing Committee until a full term has passed. Similarly, they can only stand again for a role as mentor once a full term has passed
- Mentors can be appointed at any time during the term of the Standing Committee.

15.3.2.7 Removal of Inactive Members and Replacement Process

Individuals elected to any IFLA committee are expected to participate fully in the activities of the committee. Members unable to attend a meeting or take part in activities for a defined time, should send an apology to the Regional Division Committee (RDC) Chair and Vice-Chair so it can be noted in the minutes.

Individuals who do not participate in the activities of the committee i.e., do not attend meetings, do not sign up for a committee activity, do not respond to emails, and do not contribute in any way, may be deemed 'inactive' and removed from the committee. The following process will be used to remove inactive members:

1. If, after 3 months, a member has not participated in Unit activities or communications (as above), the RDC will contact the member to learn the reason.
2. The RDC Chair will offer the member several options for participating. If the member cannot participate, the member will be asked to confirm via email if they wish to step down to make room for another person to join. At this point, the RDC Chair will inform the RC Chair.
3. If no response is received within two weeks of this communication, the Standing Committee Chair will send a follow-up written communication and CC the Regional Council (RC) Chair and IFLA HQ, asking them to respond within two weeks. If there is no response to the communication after these two weeks, the member will be deemed to have resigned.
4. The RDC Chair will send another written communication to the individual, with the RC Chair in CC, informing them that they are deemed to have resigned.
5. The RDC Chair will inform IFLA HQ, forwarding on the email chain for IFLA HQ records.

The timeline for inactive members can begin at any moment from the date on which the policy is shared with RDC members.

The RDC Chair is responsible for documenting evidence of non-participation. E.g., emails, meeting minutes.

If conflict resolution is required, the RDC Chair will contact the RC Chair, who will facilitate the process along with a representative from IFLA HQ.

Once a member is removed, the provisions for casual vacancies in 14.3.5 can be used.

15.3.5 Casual Vacancies

The resignation or departure of a Regional Division Committee (RDC) member during their term results in a casual vacancy. Depending on the time left before the next election cycle, the Chair may utilise one of the co-option arrangements in this section to fill the vacant position.

Members co-opted in this way serve as full members of the RDC, until the next formal election – elections are held every other year. They should have a reasonable expectation of being able to serve out this term. They must stand for election at the next cycle if they wish to continue serving on the same committee, and if they are not elected, they may not be immediately co-opted.

If a member is co-opted before the half-way point in a Committee's mandate, that term counts as one term towards the two-term limit. If they are co-opted subsequently, the term does not count towards the two-term limit.

The first option is to follow the process used for co-opting members set out in 14.3.2. The second option – in particular when the Committee is already into the second year of its mandate – is for an RDC Chair to consult with the Committee on the basis of a draft call, and then to make proposals for co-opted members directly to the Regional Council, in line with point 6 onwards below.

15.4 Meetings

Regional Division Committees should, in line with the Rules of Procedure, meet at least three times a year in order to fulfil their missions and advance their action plans (see below). They may choose to meet more frequently in order to address a wider range of topics, or to discuss issues in more depth.

- ⇒ Some Regional Division Committees meet as often as once a month, others less regularly. It is valuable to find a rhythm that allows work to go forward, without becoming onerous, as well as one that encourages maximum participation.

RDCs should follow the broad guidance on meetings set out in Section 15 of this guide.

15.5 Relationship with Regional Offices

IFLA's Regional Offices – currently focused on Africa, Asia-Oceania, and Latin America and the Caribbean – are primarily related to IFLA's Headquarters, based on the agreement signed between each Regional Office and Headquarters. Their primary role is to support the reach and impact of IFLA in the regions, in line with IFLA's overall goals.

Importantly, this means that Regional Offices should not act as secretariats for Regional Division Committees, but rather participate in meetings as observers, and engage with Committees in areas where there is synergy between their work with IFLA HQ, and the plans of the Committees. They should be included in all relevant mailing lists, and other communications platforms, such as Basecamp.

They have a particular role when it comes to outreach, on which Regional Division Committees are also tasked with working. Offices will often act as a first port of call for members looking to engage with HQ, as well as working to explain and promote IFLA's work across the regions, and to encourage membership renewals or re-adhesions.

There is strong potential for collaboration around the identification of potential members. While Regional Offices will continue to have a specific role in supporting renewals and attracting lapsed members back, RDCs may be able to reinforce

messages, as well as taking a leading role in finding new individuals, institutions and organisations which might wish to join, and to convince them to do so.

Similarly, there is room for collaboration around communication, with Regional Offices sometimes producing e-mail round-ups. Working with the RDC may make this process easier, in particular in sourcing information and disseminating it widely. The level of engagement of each side will depend on its own resources.

On a pragmatic level, depending on their own level of staffing, Regional Offices may offer support around meetings, from finding locations and making contacts to verifying attendance.

Regional Offices may also have a role in ensuring continuity in relations with regional organisations, such as UN Regional Economic Councils, or regional offices of other organisations. RDCs may also be involved in such outreach, but will need to bear in mind the need for succession planning once current members leave.

Finally, Regional Offices may be involved in core IFLA projects such as Library Map of the World, engaging with contributors and building capacity. Once again, this work may be complemented by that of Regional Division Committees.

15.6 Planning, Reporting, Evaluation, and Handover

15.6.1 Action Plans

Action Plans describe what RDCs are hoping to achieve and the activities in which they are involved. This assists in communication within and between IFLA Units, their parent Committees and IFLA Members. It also encourages collaboration and engagement with other IFLA Units and the wider library field. They also provide a basis for regular reporting.

Action plans are developed at the start of each mandate, for a two-year period. They should contain actions which contribute to the achievement of the terms of reference of Regional Division Committees, notably in the field of advocacy and outreach, and include outcomes, outputs, timelines, measures of impact, and an indication of potential partners for each action.

- ⇒ The current template for action plans includes requirements for actions to deliver on a single global advocacy priority (the SDGs), another global advocacy priority, a regional advocacy priority, outreach to non-members, and promotion of the IFLA Library Map of the World. There is also scope for other actions.
- ⇒ Each term, guidance on action planning will be provided by the Regional Council.

Action Plans should be agreed by the Regional Council as the RDCs' parent committee. However, they may evolve with time to reflect emerging needs, and lessons learned.

15.6.2 Reporting and Evaluation

Through their Chairs, RDCs keep colleagues at the Regional Council up to speed, highlighting progress and challenges, and seeking advice and recommendation for others.

- ⇒ Regional Division Committee Chairs should highlight changes to their action plans to the Regional Council at the next opportunity, in order to allow for discussion around these if desired. If the Regional Council does not raise any concerns, changes can be considered approved.

Both halfway through and at the end of an action plan, it is worth carrying out a broader reflection on how much progress is being made, and whether revisions to action plans are needed. This can also be an opportunity to talk openly about working methods and share ideas about how to maximise effectiveness. Especially at the end of a mandate, a report should be submitted to the Regional Council.

Ahead of each election cycle, the Regional Council may wish to draw on these lessons in order to reflect on whether to make recommendations around the number and scope of the Regional Division Committees, in case any changes are likely to improve performance. Any recommendations will need to be considered by the Governing Board, before making decisions one way or the other.

The Regional Council may set up more formal processes for the review and evaluation of RDCs.

15.6.3 Handover

To support the continuity and effectiveness of IFLA's work, Chairs and other officeholders have a particular responsibility to facilitate handover at the end of their terms. This includes sharing all relevant documentation (minutes, action plans, reports), as well as tools (social media and other accounts), and ideally briefing on key priorities and issues that their successors should be aware of. Nonetheless, it is up to the incoming Committee to determine the path they take.

15.7 Communication

An important part of the work of RDCs is communication, to IFLA's Members and Affiliates within regions, to the wider library field (both, to other parts of IFLA, and to external partners. Communication is both a key part of the Committees' role, and a means of maximising the impact of other elements of their work.

RDCs therefore should ensure that communications are integrated into their action plans, and that there is a regular flow of news and other material on their pages on

the IFLA website. They are encouraged to work with IFLA Headquarters to achieve this.

In carrying out communications work, RDCs should apply their knowledge of what will be most effective in reaching out to different target audiences, bearing in mind different tools available, styles of presentation, clarity of language and more.

16. Standard Provisions

16.1 Meetings

Rule 28 of the IFLA Rules of Procedure describes the rules by which formal committee meetings are held within IFLA and includes specific rules for certain meetings.

This section of the Handbook summarises the rules which apply to meetings held within the Federation, including the Professional Council, Regional Council, Divisions, Professional Units, Advisory Committees and all other committees and groups of the Federation. In a number of cases similar but separate rules apply to the General Assembly and Governing Board meetings, as detailed in the IFLA Statutes and Rules of Procedure.

16.1.1 Attendees

All meetings of the General Assembly, Governing Board, Professional Council, Regional Council, Divisions, Professional Units, Advisory Committees and all other committees and groups of the Federation are open to all IFLA Members and Affiliates who are not suspended. The Secretary General (or their nominee) may also attend all meetings in an advisory capacity, unless stated otherwise in the Rules or Statutes.

The Chair of the meeting may invite others – including those involved with IFLA in a volunteer capacity - to attend as observers. In particular, meetings of the General Assembly, Professional Council and Regional Council are also open to Corporate Partners, and Organisations with Consultative Status to attend as observers.

Observers may not participate in the discussions unless invited to do so by the Chair. Where appropriate, they should sit in designated areas when it comes to physical meetings. Virtual meetings offer interesting opportunities to engage a wider range of observers.

Except in limited cases that only apply to the Governing Board and Professional and Regional Councils the meetings should remain open to all those allowed to attend. (See Rule R28.1.5 for further details).

16.1.2 Preparation and Minutes

The date, time and location of meetings should normally be issued four weeks in advance of meetings to allow as many committee members as possible to attend. In exceptional circumstances a meeting may be held at shorter notice. A draft agenda should be issued with the notice of meeting, together with an invitation to add additional items to the agenda.

Minutes or other records shall be made of all meetings of the Federation. These should be approved at the next meeting of the committee and published on the IFLA website as soon as practicable after their approval, except for records concerning matters discussed in closed meetings.

16.1.3 Quora

In all meetings of Governing Board, Professional Council, Regional Council, Divisions, Professional Units, Advisory Committees and all other committees and groups of the Federation a quorum shall be constituted by the presence – in person, by telephone or videoconference, or through a designated proxy – of a simple majority of members (i.e. more than 50% of votes).

16.1.4 Decisions and Voting

Rules on voting at a General Assembly are detailed at Article 12, and in the Governing Board at Article 16 of the IFLA Statutes

Voting at other meetings of the Federation shall normally be taken by a show of hands of those entitled to vote. If, however, the majority of those voting at the meeting agree, voting shall be by secret ballot.

At the Governing Board, Professional Council, Regional Council, Divisions, Professional Units, Advisory Committees and all other committees and groups of the Federation, decisions shall be carried by a simple majority of the votes cast, with each member having one vote. In the event of an equal number of votes for and against a motion in a meeting, the Chair of the meeting shall have the deciding vote, provided that the Chair does not have more votes than all the other members attending the meeting or represented at the meeting.

To permit the Chair of each meeting to enable the efficient and effective conduct of business, rulings by the Chair are final and the Chair's determination of the result of a vote is binding unless challenged immediately. In that event, a new vote shall be taken.

In cases where no quorum is present, and the matter under consideration is sufficiently urgent, those present may make a recommendation which shall be put to the members for approval in writing, in line with Article 25 of the Statutes. This recommendation shall be clearly formulated, and a reasonable deadline shall be set for the members to respond. The recommendation shall become a decision if more than 50% of the votes cast are in favour.

When a resolution of the Professional Council, Regional Council, Divisions, Professional Units, Advisory Committees and all other committees and groups of the Federation is needed outside of a meeting, the Chair of this body should organise a written ballot, through electronic means, with due transparency, and with a reasonable deadline for members to respond. The written resolution is deemed approved if more than 50% of the votes cast are in favour of the resolution.

16.1.5 Conflict of Interest

A member or observer of the General Assembly, Governing Board, Professional Council, Regional Council, Divisions, Professional Units, Advisory Committees and all other committees and groups of the Federation must not participate in the

discussions and decision-making if they have a direct or indirect personal interest which conflicts with that of the Federation as a legal entity and as an organization.

All conflicts of interest must be declared, and minuted, at the start of all meetings.

16.2 Sponsorship

[Please note that this is a section that will be added subsequently]

16.3 Code of Ethics and Conduct for Members of the Governing Board

Preamble

This *Code of Ethics and Conduct (Code)* has been drawn up for members of the Governing Board within the context of approved Statutes, Rules of Procedure, and Core Values.

The objective of this Code is to ensure that high standards of behaviour are observed by all IFLA Governing Board members in their roles as directors of IFLA.

Governing Board members shall have an awareness that they are associated with IFLA at both IFLA aligned events and activities, and that association may also extend more broadly to other events and activities. This conduct applies to in-person events such as meetings and conferences, but also across all forms of communication channels, including social media.

The Code outlines a set of fundamental principles to help the Governing Board define what is right, fair, just and good for IFLA in meeting its mission and purpose.

Adherence to this Code will support the achievement of good governance and public trust.

As directors of IFLA, the Governing Board members should familiarise themselves with this Code and take reasonable action to clarify any matters.

Upon appointment to the Governing Board, directors shall be required to sign a declaration that they have read and understood the Code and agree to conform with this Code.

IFLA is a federation of library and information associations and institutions from every part of the world. Many of these members have formal [professional codes of ethics](#).

General objectives for IFLA's governance

IFLA shall be governed fairly, impartially and responsibly by its Governing Board, to ensure that the best interests of the federation are upheld and advanced;

IFLA shall have an active, conscientious, and informed Governing Board whose members serve as directors, without compensation or material profit, to the best of their ability;

As an organisation based in The Netherlands, IFLA is bound by Dutch Law, including General Data Protection Regulations (GDPR). Directors need to ensure compliance with relevant laws and policies.

To achieve these objectives Governing Board members as directors of IFLA shall:

1. agree to endorse and promote the mission, purpose, policies, statements, and core values of IFLA and contribute to its strategic directions;
2. ensure that regular reports are provided to members and stakeholders on the results of IFLA's programmes and services and their range, scope and impact; and following every formal meeting of the Governing Board.
3. act with honesty, respect, integrity and trust; be open and transparent in their work but also maintaining the confidentiality within the Board and between Board members, recognising the need to protect personal and privileged information;
4. strive to achieve consensus in decision-making and publicly support decisions that are made;
5. act fairly and with respect and responsiveness with others;
6. ensure that its Statutes, Rules of Procedure, Policies and Statements are accessible to all members; and are current, clear and inclusive of all matters related to good governance, transparency, accountability, human rights and public trust;
7. use their position appropriately and ensure any direct or indirect conflicts of interest are declared;
8. demonstrate a commitment to full and open discussion regarding its goals, plans, programmes, finances and governance, and demonstrate accountability for decisions;
9. act in a financially responsible manner by ensuring they understand financial reports, audit reports and other financial documents that are considered by the Board, and actively enquire into these reports;
10. approve and implement policies related directly to good governance and the sound management of its fiscal responsibilities and to ethical conduct in fundraising;
11. recognise the importance of the staff and volunteers to accomplish its desired results and place a high value on providing the training, tools and current information necessary for them to excel in their work;
12. ensure that all board members have access to a comprehensive induction to their role and responsibilities and the appropriate ongoing training to fulfil their role;
13. approve policies and plans that work toward increased diversity of participation and the greater use of all the IFLA languages in conferences and communication;
14. periodically reassess its respective mission, policies and operations considering the changing world environment through ongoing planning, monitoring and assessment processes;
15. develop processes for the regular self-evaluation of its effectiveness and the timely review and application of policies and statements, such as this Code.

Implementation of the Code of Ethics and Conduct

This *Code* shall be an element in the induction of new Governing Board members as directors of IFLA.

Every member of the Governing Board is required to sign a statement that certifies that they have read and understood the *Code* and agree to conform with this *Code*.

In accordance with Rule 16.2 the Governing Board shall appoint an independent person who is an expert on the rules and methods of the conduct of business by boards and committees to assist the President in ensuring compliance with good decision-making and meeting procedure. This independent person, known as the Parliamentarian, assists the President or Chair of the General Assembly under Rule 11.1.4 and the President (as Chair of the Governing Board) for the Governing Board under Rule 16.2. The advice of the Parliamentarian may be sought before, during or after a meeting.

The Governing Board will ensure that non-compliance with the *Code* is addressed in accordance with Article 15.14 and Rule 29. Under Rule 29.2 if an individual who is elected or appointed to the Governing Board fails to act in accordance with Rule 29.1, the General Assembly may suspend or dismiss them in accordance with Article 15.14 and Rule 15.14.

The *Code* will be reviewed every 5 years to ensure its relevance and its support of good governance and public trust.

Approved by the IFLA Governing Board, February 2023

16.4 Disciplinary and Grievance Procedure

[Please note that this is a section that will be added subsequently]

16.5 Cumulation of roles

Individuals may be members of up to two different, advisory, professional and regional units, groups, committees, offices or other bodies approved by the Governing Board, under the following conditions:

1. The bodies belong to different categories (as set out below). It is not possible to belong to two bodies in the same category.

- ⇒ For example, you can be a member of one Section Standing Committee and one Regional Division Committee, or one Advisory Committee and one Regional Division Committee, but you cannot be a member of two different Section Standing Committees or Advisory Committees.

2. One of the bodies must not report directly or indirectly to the other, except where specifically permitted in the Rules of Procedure or this Handbook.

- ⇒ For example, a member of a Regional Division Committee, an Advisory Committee or a Professional Section Standing Committee cannot also serve as a Member of the Governing Board

3. The individual can only hold a leadership position (Chair, Vice-Chair, Secretary, Information Coordinator or Convenor) in one of the bodies.

- ⇒ For example, you can be a Chair of a Professional Section Standing Committee and a member of a Regional Division Committee, but not a Chair or other officer of both.

The different categories of committee are set out below:

- A. Professional Bodies: Professional Council, Professional Division Committees, Professional Section Standing Committees, Special Interest Groups
- B. Regional Bodies: Regional Council, Regional Division Committees
- C. Advisory Bodies: Advisory Committees, Review Groups

16.6 IFLA Relationships and External Liaisons to IFLA Committees

Liaison relationships exist to bring the expertise of a leading body with a specific focus to the committee level, informing and enhancing the committee's work and cache. These relationships benefit both parties via the communication of information and best practice, facilitating collaboration, output development and delivery. Not every relationship need be a formal relationship, as IFLA already encourages and supports informal committee collaboration with external individuals and organizations.

Informal relationships between individuals, organizations and committees at the practical or project level may be established without the need for formalization and can be requested by IFLA, an IFLA committee or external organization, as needed.

Establishment of formal relationships or liaison with external bodies

- Formal relationships between IFLA and external bodies operate at the strategic level and are confirmed and endorsed by the Governing Board.
- These beneficial relationships be formalized through endorsement, publicised and communicated.
- These formal relationships be reviewed every 5 years and are then either reconfirmed or dissolved.
- The request and rationale for a new formal relationship, leading on to an eventual appointment of a liaison, be proposed by the committee Chair/Convenor.
- The Governing Board's formal endorsement of a relationship with an external body be a requirement for the appointing of formal liaisons with that external body.
- A protocol for liaison relationships between IFLA and external bodies be established.

- Formal liaisons at the committee level be determined through the committee's Chair/Convenor and a representative of the external body.
- It be reconfirmed that informal relationships between individuals, organizations and committees at the practical or project level may be established without the need for formalization and can be requested by IFLA, an IFLA committee or external organization, as needed.

Process

For new formal relationships:

1. The committee Chair/Convenor or IFLA HQ presents the proposed relationship and provides rationale:
 1. What is the benefit to IFLA in formally recognizing this relationship?
 2. What is the benefit to the external body in partnering with IFLA.
 3. Other?

Once the formal relationship between the external body and IFLA has been confirmed by the GB:

1. In consultation with the identified representative of the external body, the Chair/Convenor confirms a liaison, and an MOU or letter of agreement is established by IFLA HQ.
2. The letter or MOU is signed by the external organisation and the Governing Board or designated representative (e.g. Secretary General).
3. The term of the liaison is aligned with the 2-year election cycle or what may make sense for the external organisation. A liaison may not be an elected or appointed member of the Committee on which they serve as a liaison.
4. The formal liaison and external body is listed on the Committee-level page on the IFLA website.

17. Secretary General and Headquarters

In line with IFLA's Statutes (Article 1.3), IFLA has a Headquarters in The Hague, The Netherlands. This has a key role in supporting the operation of the Federation as a whole, both through its support for volunteers, and work it undertakes generally within the context of the IFLA Strategy.

17.1 Secretary General/Deputy Secretary General

The Secretary General (SG) is the chief executive officer of the Federation. They are responsible for the operational direction, operational strategy and financial management of IFLA, within the policies and direction given by the Governing Board and General Assembly.

The Secretary General has a key role in many administrative processes set out in the Statutes and Rules of Procedure, notably around membership (admission, renewal and suspension), relations with corporate partners, and nominations, elections, appointments and referendums.

In particular, the Secretary General is also the Secretary to meetings of the General Assembly, a role which involves the preparation of the meeting (in line with the decisions of the Governing Board, and including the management of any proxy voting), practical support to the President or Chair during the meeting (for example, presenting reports), ensuring that voting can take place efficiently and correctly, and then ensuring the recording of the meeting and timely production of minutes subsequently.

Beyond the formal roles set out above, the Governing Board may choose to delegate some of its powers to the Secretary General, for example to sign contracts up to a certain value (see Article 17.2). Such delegations can only last as long as the term of the Governing Board making this decision, and should be fully documented.

In practical terms, this means that the SG ensures IFLA's day-to-day management, leading IFLA's Headquarters team in devising and delivering on plans that achieve the goals set out in IFLA's Strategy. They are responsible for recruitment of staff, and for putting in place policies and practices that comply with all relevant laws, and maximise the effectiveness of the team's performance. Indeed, the work of delivering on many of the roles set out above is delegated to staff at IFLA Headquarters, although they remain the ultimate responsibility of the Secretary General.

The Secretary General has a particular role in maintaining relationships with IFLA's partners. These range from corporate partners to intergovernmental organisations or partners with which IFLA has an ongoing relationship. In this, the SG works with the President, both in order to share responsibilities in an efficient way, and to maximise the impact of IFLA's engagement. Throughout this, the President remains the senior figure within IFLA, as well as the line manager of the SG.

Attendance at meetings: the Secretary General has the right to attend all meetings, or to a delegate to represent them, unless the meeting has been declared closed. They are the Secretary to the Governing Board, but not a member. In practice, this means that they will be invited by the President to report on the work of the Federation, to provide explanations and answer questions. They will also ensure the smooth logistical operation of meetings, for example the organisation of (physical or virtual) spaces, the preparation of papers in good time, and the taking and publication of minutes.

The SG can also attend and participate in all other meetings of IFLA bodies in an advisory capacity, but here too does not have the right to vote. However, by attending, they (or their delegate) may be able to share valuable information and support for these bodies' work.

Appointment of the Secretary General: the Governing Board is responsible for the appointment of IFLA's Secretary General. Recruitment should take place in an open and transparent manner, including full consideration of the required profile, adequate publicity of the announcement and time to respond, and a process of evaluation of candidates that is fair, thorough, accountable, and fulfils all legal requirements.

Oversight of the Secretary General: the Secretary General answers to the IFLA President as their line manager, and works within the parameters set by the Governing Board, to which they are accountable.

Deputy Secretary-General: the Secretary General has the right to name a deputy. The specific role of the deputy should be set out in the deputy's contract, and is likely to involve being delegated a number of aspects of the SG's role. As is indicated by the name, the Deputy automatically steps in when the Secretary General is absent or otherwise unable to fulfil their duties.

To note, neither the Secretary General nor their Deputy (if one is named) may hold elected office within IFLA or vote in IFLA elections, including in a personal capacity, unless this is explicitly specified in the Statutes and Rules of Procedure.

17.2 Headquarters

As indicated above, many of the tasks of the Secretary General will be delegated to the staff at IFLA Headquarters (HQ) under their management, and primarily based in The Hague. IFLA does make use of contractors to fulfil some roles where this supports the delivery of its goals.

As a result, IFLA members, volunteers and partners will most likely engage first and foremost with different IFLA staff, for example around membership, support for the work of volunteer groups, enabling travel and advocacy, and communications. Particular areas of focus are as follows:

Membership: IFLA Headquarters manages the membership of the organisation as a whole, communicating and informing about the benefits of joining IFLA, receiving and processing requests, managing registrations to Sections, and maintaining updated records. In this, it relies on members themselves to provide up-to-date information. Members themselves may well also draw on, for example, Regional Offices as a source of advice. Increasingly, there is also a focus on providing additional support to members as well as platforms where information about them and their work can be shared, as well as the delivery of training and support

Support for Volunteer Committees: IFLA HQ provides dedicated support to facilitate the work of our volunteer committees. This can involve providing training, managing and coordinating delivery of organisation knowledge, support with communications, facilitating project delivery, navigation of HQ and Council processes, facilitating inter-IFLA connections and more, according to need. The work of IFLA's Headquarters here is intended to support, and not supplant, that of volunteers.

Communications: IFLA HQ also runs central communications for the Federation, including its website, social media, repository and beyond. Through this, it shares information of interest and relevance for members, volunteers, the wider profession and partners alike, and provides a platform for IFLA's volunteers to maximise the reach of their work.

Policy and Advocacy: IFLA has had a strong focus on advocacy for many years now, aiming both to build and sustain productive relationships for libraries at the global level, and develop tools and skills that can be used at the regional, national and local levels. This work is run by IFLA HQ, in line with the guidance of the Governing Board and Advisory Committees in particular, and following the IFLA Strategy.

Congress preparation: HQ works alongside a professional conference organiser in order to deliver the Federation's World Library and Information Congress, again in line with the decisions of the Governing Board.

Finances and Secretariat: IFLA HQ also provides cross-cutting support functions. In addition to ensure the financial management of the Federation (as indicated in 16.1), it manages processes such as nominations and elections, travel and meeting organisation (notably for GB meetings), and IFLA's voucher scheme.

To note, IFLA Headquarters staff may not hold elected office within IFLA or vote in IFLA elections, including in a personal capacity, unless this is specified in the Statutes and Rules of Procedure.

17.3 Regional Offices

As set out in 15.5, IFLA's Regional Offices – currently present in Africa, Asia-Oceania, and Latin America and the Caribbean – act as antennae and agents of IFLA's Headquarters. They are usually hosted in major institutions which have committed to making staff time available to support IFLA's work.

Their missions and goals are established in greater detail in agreements signed between each Regional Office and IFLA Headquarters. They operate within the context of IFLA's wider strategy.

The primary role of Regional Offices is to support the reach and impact of IFLA in the regions, in line with IFLA's overall goals, and drawing on their own capabilities. They often act as the first port of call for members looking to engage with IFLA, work to explain and promote IFLA's work across the regions, and encourage membership renewals or re-adhesions.

On a pragmatic level, depending on their own level of staffing, Regional Offices may offer support around meetings, from finding locations and making contacts to verifying attendance, as well as facilitate engagement with regional partners and stakeholders.

Their relationship with Regional Division Committees is set out in Section 14.5 above, but should be built on positive cooperation, with the goal of making the most of each other's respective strengths. In one or more of the above areas, it is likely to be possible to combine forces, and so achieve more.

Regional Offices are ordinarily designated by IFLA HQ following an open bidding process, and typically hold the mandate for three years before this comes up for renewal. Ahead of renewal, IFLA will evaluate the work of the office. There is no limit on the number of times an agreement can be renewed.

To note, named staff of Regional Offices may not hold elected office within IFLA or vote in IFLA elections, including in a personal capacity, unless this is explicitly specified in the Statutes and Rules of Procedure.

17.4 Language Centres/Translation Services

IFLA has a number of language centres in order to support its commitment to, as far as possible, offer key IFLA texts in all IFLA languages (Arabic, Chinese, English, French, German, Russian, Spanish). IFLA's language centres represent in-kind contributions to IFLA by institutions, and are not paid for the work they do. As such, they carry out as much work as they are able to do, meaning that in some IFLA languages, more texts are available than in others.

Language centres have a particular role in translating key IFLA texts, such as major statements or flagship documents. In some cases they will receive requests from IFLA Headquarters, and in others take on the responsibility themselves. They remain in charge of decisions about what they can translate, and so cannot be demanded to carry out translations by volunteers or members.

In addition to the work of language centres, in many cases, IFLA also welcomes volunteer translations of documents. Where these are into IFLA official languages, IFLA will give preference to translations from language centres. Volunteers take responsibility for the quality of translations offered. Typically, there is no need to seek permission to translate IFLA documents (when these are under a Creative Commons licence), but we welcome notification, also in order to be able to share these through the IFLA Repository..

Language centres are ordinarily designated by IFLA HQ following an open bidding process, and typically hold the mandate for three years before this comes up for renewal. Ahead of renewal, IFLA will evaluate the work of the centre. There is no limit on the number of times an agreement can be renewed.

17.5 Preservation and Conservation Centres

IFLA has a network of Preservation and Conservation (PAC) centres, typically based in larger institutions with existing expertise and networks in the field. They are hubs of knowledge on regional and international issues in cultural heritage conservation and preservation, and support IFLA's wider work on cultural heritage.

Their work has one major goal: to ensure that library and archival materials, published and unpublished, in all formats, will be preserved and be accessible form for as long as possible. They help deliver on IFLA's overall commitment to the safeguarding of heritage, seen as an essential precondition for individual wellbeing, social cohesion, and sustainable development.

They are represented on IFLA's Advisory Committee on Cultural Heritage, and may well be present as observers in other relevant committees. Given that they are a strong source of expertise, as well as offering potential for supporting outreach, cooperation between PAC centres and volunteer groups should be encouraged.

18. Glossary/Definitions/Abbreviations (in progress)

18.1 Committee terms

- Ex-officio Member - A person not elected to a committee, who attends meetings and has voting rights
- Ex-officio Observer - A person not elected to a committee, who attends meetings and who does not have voting rights
- Appointment - a democratic selection to a position external to a committee
- Elect - a democratic selection to a position within a committee
- Chair - the lead person responsible for the leadership and direction of a committee
- Vice-Chair - the person responsible for supporting and deputising, where necessary, for the Chair. They will often take on secretarial responsibilities as well
- Secretary - the person on a committee responsible for the management and administration of a committee
- Information Coordinator - the person responsible for communicating the work of a committee

18.2 Election terms

- Nominees/Candidates - Individuals nominated by others, or self-nominated, in order to serve on IFLA committees.
- Nominators - IFLA Members and Affiliates have different possibilities to nominate candidates for positions within IFLA committees. Normally, a Nominating association or institution is represented by its lead official or their delegate. Individual affiliates or honorary fellow can also be nominators.
- Officers - Chairs, Vice-Chairs, Secretaries, Information Coordinators, and Convenors of IFLA's advisory, regional and professional structures.
- Committee Members - Members of IFLA's advisory, regional and professional committees, including the Officers.

18.3 Acronyms

- ISO - International Organization for Standardization
- AFNOR - Association Française de Normalisation (English: French Standardization Association) is a Paris-based standards organization and a member body for France at the International Organization for Standardization (ISO).
- DIN - Deutsches Institut für Normung (English: German institute for standardization) is recognized as the national standards body for Germany

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