

IFLA GOVERNANCE PROPOSAL
WORKING PAPER | 11 AUGUST 2020



**International
Federation of
Library
Associations and Institutions**

IFLA Governance Review – Background and Context

Following almost a year of discussions involving IFLA’s Governing Board, Members and volunteers, this document sets out a new proposed governance structure for a more inclusive, transparent and effective IFLA.

After a strong response to a June 2020 survey on a first draft of these plans, we are now entering a new phase of consultation to discuss the proposal in further detail, answer questions, and hear your ideas and insights about IFLA’s future governance structure.

More than 90 years old and with members in more than 150 countries representing all continents and parts of the library field, IFLA has been on a transformational journey since 2018. Since then, we have engaged library and information professionals all over the world to create a shared Global Vision. Inspired by the future outlined together, we undertook an inclusive and exciting strategic planning process, resulting in the IFLA Strategy 2019-2024.

The IFLA Governance Review is a major part of the delivery of IFLA’s Strategy and the next step in our Development Roadmap.

The purpose of the Governance Review is to create – collectively – a new governance structure for IFLA; one that better enables us to accomplish the things members and volunteers have said are most important to IFLA’s future. Clearly, structures alone cannot guarantee success of the strategy but they can make it more likely. It is the continued energy and engagement of our members and Professional Units, supported by the IFLA staff team, that remains the determining factor in all that we achieve.

As a result, the Governance Review includes a close look at the structure and operations of the Governing Board, Professional Units including Special Interest Groups, and Strategic Committees, as well as related Statutes and Rules of Procedure.

It does not include IFLA Headquarters, World Library and Information Congress (WLIC),

Regional Offices, Language Centres, and membership in the Governance Review. WLIC and Membership will, however, be the subject of reviews in the future.

Progress to Date

The Governance Review process has already benefitted from your contributions and builds on the ideas expressed during the two years of the Global Vision process. In developing the proposal, Governing Board members reviewed the valuable feedback you provided in the [survey](#) that was conducted last October, as well as hearing from stakeholders with deep experience of how IFLA works.

Through this, we saw your desire for:



More transparency, efficiency and collaboration



Stronger regional representation



Greater financial and organisational sustainability



More varied opportunities for participation, esp. for new leaders



Better support for volunteers

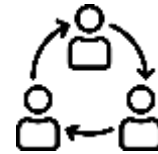
The Governing Board adopted these goals, together with a commitment to an inclusive process, as [principles](#) in December 2019.

Guided by the principles, the Governing Board developed and approved a draft Governance Proposal in June 2020 for consideration. IFLA Members and volunteers responded with strong general agreement.

This Working Paper provides additional information about the proposal and highlights key open questions where we are relying on your feedback. You are the ones who bring IFLA alive, and it is your perspectives, experience and views that will help build the structures which can serve you best.

We look forward to your thoughts.

Part 1 – The Themes



You asked for more transparency, efficiency and collaboration



We proposed:

- ✓ **Optimising the Governing Board's ability to focus on governance functions** by reducing the overall size of the Board, being clearer about the governance skills and experience helpful to these functions, and by effective delegation of matters to the Regional and Professional Councils.
- ✓ **Increasing the proportion of the Governing Board directly elected by IFLA Members**, including the position of Treasurer. The new Governing Board will include the Chairs of the Professional Council, the new Regional Council and the Management of Library Associations Section.
- ✓ **Empowering the Governing Board to co-opt additional members to the Board**, as it deems necessary, to fill specific needs for diversity, regional representation and governance skills. This will be done in a transparent manner.
- ✓ **Beginning a regular practice of training, support and evaluation** to help the Governing Board in its continuous improvement as stewards, together with the Secretary General, of IFLA's mission, resources and strategic plan.
- ✓ **Establishing regular meetings and communication between the Governing Board and the Professional and Regional Councils.**
- ✓ **Encouraging and supporting more regular collaboration between committees**, as well as clear mandates for committees at all levels to communicate in a timely manner about their work.

What You've Told Us So Far

- **The majority of you agree with these recommendations:**
 - 81% of survey respondents agreed or strongly agreed that these proposals move IFLA in the direction of more transparency, efficiency, and collaboration
 - 93% agreed or strongly agreed that Governing Board members should possess skills in governance, leadership, strategic planning, finance, risk management, communication.
- **While raising important questions:**
 - Some respondents raised concerns that the possibility to co-opt members could weaken the democratic nature of the Governing Board.

Our Response

We hear these concerns and have revised the proposal to replace the two co-opted positions with two additional elected positions. With this revision, 8 of 11 positions would be directly elected, and 3 would be *ex officio*.

We're Still Listening

Do you have ideas that could help IFLA achieve better diversity and specific skills on the Governing Board while retaining its democratic nature? Please send your ideas to us at governance@IFLA.org.

You asked for stronger regional representation



We proposed:

- ✓ **Creating a new Regional Council**, directly supporting the Governing Board, where all world regions will be represented through the chairs of Regional Divisions. This will bring the voice of the regions to the heart of IFLA, support the development of regional strategies and provide a strong voice for the integration of regional priorities in all IFLA work.
- ✓ **Upgrading existing Regional Sections** (Africa, Asia and Oceania, Latin America and the Caribbean) to Divisions **and adding further ones** to ensure global coverage (Europe, Middle East and North Africa, North America.)
- ✓ **Creating Regional Divisions** to help develop and deliver plans for building the capacity of our members everywhere to advocate effectively for libraries. They will build on current interactions with corresponding United Nations regional agencies and work with national associations to strengthen IFLA's reach and impact in their regions.
- ✓ **Creating new possibilities at all levels**, including on the Governing Board and the Professional Unit Standing Committees, to add new full members, in a transparent process, in order to ensure regional participation where this has not already been achieved by elections.

What You've Told Us So Far

- **The majority of you agree with these recommendations:**
 - 84% of survey respondents who answered the question agreed or strongly agreed these proposals move IFLA in the direction of stronger regional participation, with strongest agreement coming from the Asia Oceania, Africa, Latin America and the Caribbean, and Middle East and North Africa (MENA) regions.
 - 83% agreed or strongly agreed that expanding IFLA regions to six would strengthen IFLA's ability to respond to specific regional needs.
- **While raising important questions:**
 - Some respondents asked questions about how this could be implemented in a way that ensures fair and equitable representation within regions, how it relates to efforts to improve regional participation in professional units, and the role that new regional structures would play.
 - While regional participation is important, you questioned whether the method of co-option is the best way to achieve it.

We're Still Listening

At the Regional Round Tables, we'll be asking for your ideas about how Regional Divisions could be elected and structured in order best to ensure representation and diversity, as well as how we can support broader participation in professional units. We'll also invite your ideas about how the Governing Board can ensure it gets broad input from the regions.

You asked for financial and organisational sustainability



We proposed:

- ✓ **Strengthening financial and risk management in the Governing Board** by targeting specific expertise for the new Finance and Risk committee.
- ✓ **Ensuring that our new Regional Divisions, working in partnership with the IFLA staff team and regional offices, have the necessary assistance** to encourage and support increased IFLA membership in every world region.
- ✓ **Strengthening procedures for transparent and regular review of committees and other structures.** This will provide ongoing encouragement and incentives to deliver best outcomes for the global library field and create space for new committees where appropriate.

What You've Told Us So Far

- **The majority of you agree with these recommendations:**
 - 81% of survey respondents who answered the question agreed or strongly agreed these proposals move IFLA in the direction greater financial and organisational sustainability.
 - 77% agreed or strongly agreed IFLA should review committees and structures every five years. *35 respondents said this should happen more frequently, and 14 said five years is too frequent.*
- **While raising important questions:**
 - Some respondents expressed concern about how a review process could work for professional units, fearing additional burdens or processes without clear aims.
 - Respondents were divided on the optimal frequency for review but agreed 2:1 that five years is the right frequency.

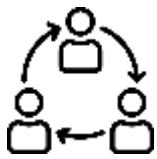
Our Response

We agree that review processes should be transparent and have clear aims. The work of reviews should not outweigh the benefits. The ideas will guide the development of review processes.

We're Still Listening

At the Professional Round Tables, we'll be asking for your ideas about how to make the process of reviews work most effectively.

You asked for more varied opportunities for participation, especially for young leaders



We proposed:

- ✓ **Introducing new ways of being involved in the work of IFLA**, through special interest groups, working groups and networks. This will provide greater opportunities for volunteers to engage in issues that matter to them, gain experience and be recognised for their contributions.
- ✓ **Exploring ways to open up leadership positions** so that there are opportunities for more people to take on these roles.
- ✓ **Developing a new structure of regional representation that builds on current regional sections**, providing a more powerful voice for our members and a new pathway for volunteers into positions of responsibility.
- ✓ **Clarifying rules on participation in Standing Committees** to ensure that they prioritise quality of contribution rather than the ability to participate physically in meetings.
- ✓ **Offering opportunities for greater participation from regional areas on Standing Committees by removing some of the financial barriers.** Each Standing Committee has **twenty members. Twenty members are elected by vote.** The Chair, in consultation with the Division Chair, has the discretion to appoint up to five additional members to boost regional participation. These members will have full rights and will not have the obligation to attend WLIC. The category of corresponding members is not retained.
- ✓ **Exploring more opportunities for virtual participation.**

What You've Told Us So Far

- **The majority of you agree with these recommendations:**
 - 87% of survey respondents who answered the question agreed or strongly agreed these proposals move IFLA in the direction of more varied opportunities for participation, especially for young leaders.
- **And you also have concerns:**
 - 27% disagreed or strongly disagreed with the idea of limiting the consecutive period that any individual can spend on more than one Section Standing Committee, noting concerns about losing institutional knowledge, not feeling valued, and side stepping the real barriers to participation for newer professionals.

We're Still Listening

At the Professional Round Tables, we look forward to hearing your thoughts about alternative ways to balance the need for continuity with the desire for new participants and perspectives.

You asked for better support for volunteers



We proposed:

- ✓ **Rebalancing our system of Professional Divisions** – the key structures that bring together our Professional Units – to ensure that Division Chairs have the time and scope to offer full support and guidance. **There will be a larger number of Professional Divisions, each of which will have a similar, manageable number of Professional Units** with provision for further adjustments in future to maintain this balance. There will be increased support from the Division Chairs and IFLA HQ for activities that align with and enhance IFLA’s Strategy
- ✓ **Increasing staff support to Regional Divisions** to enable them to better deliver on their purpose to strengthen IFLA’s presence in regions and the voice of regions within IFLA.
- ✓ **Providing clearer definitions of different roles across the organisation** – in particular in the professional structure – in order to ensure that office holders and others have greater clarity about what they can expect and what is expected of them.
- ✓ **Standardising and simplifying committee structures** to make it easier for volunteers to identify the opportunities that fit them best.
- ✓ **Reducing financial barriers to serving on the Governing Board.**

What You’ve Told Us So Far

- **The majority of you agree with these recommendations:**
 - 84% of survey respondents agreed or strongly agreed these proposals move IFLA in the direction of better support for volunteers.
 - 75% agreed or strongly agreed that with these proposals, more people would be likely to consider serving in a volunteer role. *Respondents who have never served in a formal volunteer capacity with IFLA agreed most strongly.*
- **While raising important questions**
 - Some respondents raised questions about what the impact of these proposals would be on the committees in which you’re involved, and stressed the importance of addressing barriers to participation in IFLA.

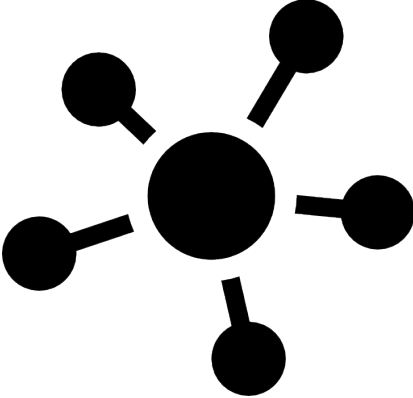
Our Response

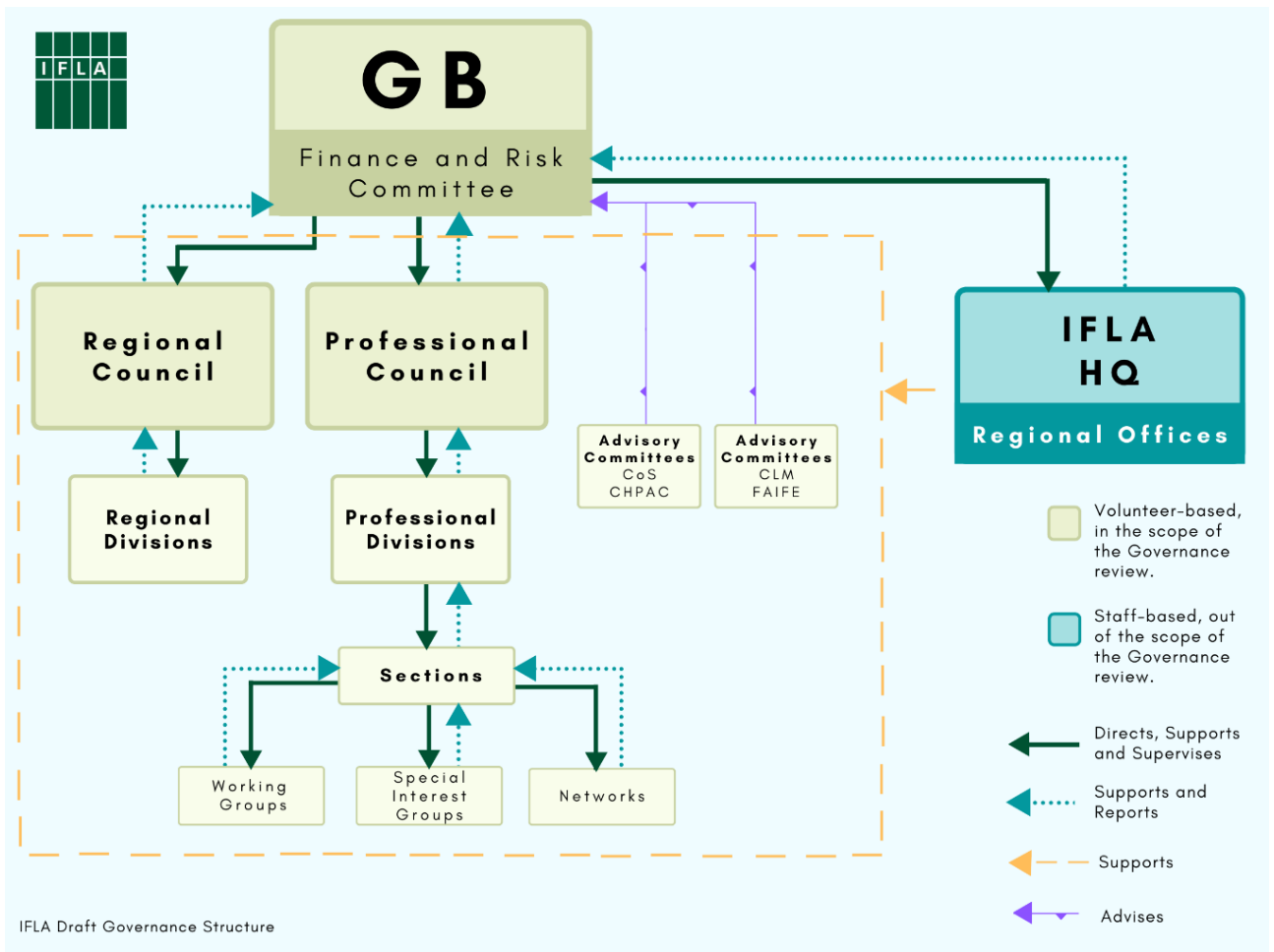
While there might not be a structural fix we all agree on at this time, it’s important for IFLA to continue to explore its commitment to developing and engaging new leaders into our work at every level. *Expect to hear more after the Governance Review!*

We’re Still Listening

At the Professional Round Tables, we’ll be inviting your ideas about the best way to organise the Professional Divisions.

Part 2 – The Structures





The IFLA Governing Board

Proposed Structure amended by Governing Board, 23 July 2020

The IFLA Governing Board is responsible for the governance and the financial and professional direction of IFLA, and represents the Federation in legal and other formal proceedings.

It sets the Federation's culture and values, and develops its strategic direction. In its oversight of the Federation and of IFLA HQ, the Governing Board is guided by principled goal setting, effective decision making and appropriate monitoring of performance. It supports the Secretary General to manage resources and deliver the Strategic.

Governing Board members play a crucial role in overseeing and steering the work of a highly complex organisation, requiring both a strong knowledge of the library field and practical competence with skills such as financial management and risk analysis.

The Governing Board is strongest when it reflects the vibrant diversity of the library field and draws on the expertise and experience of librarians worldwide.

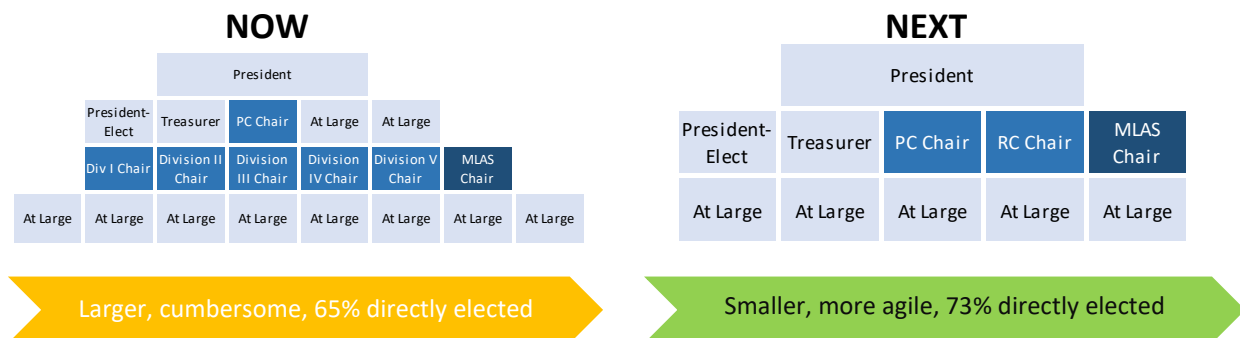
Rationale for Proposed Changes

The Governing Board Work Group – one of the three work groups of IFLA Governing Board members tasked with leading the Governance Review – convened in August 2019 and focused on the question: *Is the Governing Board organized optimally to achieve the ambitious goals of Global Vision and IFLA Strategy 2019-2024?*

The Work Group analysed the inputs received through the IFLA Member Survey, strategic planning process, October 2019 Governance Survey, and interviews with past Governing Board members. They identified and prioritized the following opportunities for improvement:

- 1. The structure and size of the current board makes decision making slower and less agile, and restricts the ability for all board members to engage meaningfully in deliberation.** In contrast, smaller boards can allow for more intensive discussions and inclusive decision-making by all their members.
- 2. There is insufficient diversity and regional participation on the current board.** Processes don't align in support of diversity goals, and the high cost of participation excludes too many IFLA members from considering Board service.
- 3. There is not enough explicit focus on ensuring that the Board brings together the types of specific expertise required for the future.** The current emphasis on experience within the Federation and the field is important, but a parallel effort to ensure board members also arrive with needed governance skills is missing.
- 4. There is a duplication of roles and efforts within the Governing Board** due to the current structure of board committees.

Proposed New IFLA Governing Board Structure Detail



The next IFLA Governing Board will be comprised of 11 members, as follows:

- ❖ **3 elected officers** (President, President-elect, and Treasurer)
- ❖ **3 ex officio members** (Chairs of Professional Council, Regional Council, and Management of Library Associations Section, each elected through relevant processes)
- ❖ **5 members elected at-large**, accompanied by a practice *to be determined* to improve alignment with skills and experience the board may be missing overall

Streamlined Committees mean more focus on finance and risk.

The Treasurer, now directly elected by members, will chair the new Finance and Risk committee, which may be joined by a non-voting advisor with expertise in auditing and relevant Dutch law. With a smaller board, the need for an Executive Committee is eliminated and all members of the Board will participate in decision-making, in line with the principle of collective decision-making and responsibility. This will include providing strategic advice on the Congress (including venue selection criteria and final decisions), while technical and logistical issues can be delegated to IFLA HQ.

The Governing Board will be advised by:

- ❖ The **Professional Council**
- ❖ A newly established **Regional Council**
- ❖ Four **Advisory Committees** (formerly named “strategic committees”)
 - Freedom of Access to Information and Freedom of Expression (FAIFE)
 - Copyright and other Legal Matters (CLM)
 - Cultural Heritage Programme (CHPAC)
 - Committee on Standards (CoS)

How Input Happens: *The Governing Board will meet at least twice a year with each of the Professional and Regional Councils in order to share information and consult. Ex officio members will ensure a flow of information between the Governing Board and the members of their respective committees on important decisions and activities.*

NEW: In order to remove barriers to participation at the highest level of IFLA governance, all Governing Board members will be funded for travel and accommodation to attend two meetings per year outside WLIC.

The Professional Council and Divisions

Proposal Amended by Governing Board, 23 July 2020

The IFLA Professional Council provides oversight and guidance to the committees and groups that work together across sectors and around the world to develop and implement activities that inspire, engage, and enable the library field. It is responsible for professional matters and coordinates the professional programme of the IFLA World Library and Information Congress.

The purpose of a Professional Division is to enable effective and timely communication between Professional Units, IFLA staff and the Professional Council; and to assist the Professional Units with the coordination of professional activities and in understanding better how IFLA works.

The Professional Council reports to the Governing Board.

Rationale for the Proposed Changes

The Professional Structure Work Group – one of the three work groups of IFLA Governing Board members, including all five Division chairs – was tasked with leading the Governance Review discussions around IFLA’s professional structure. It convened in August 2019 and explored the question: *Is our professional structure organized optimally to achieve the ambitious goals of the Global Vision and IFLA Strategy 2019-2024?*

The Work Group researched the inputs received through the 2018 Officers Capacity Building Sessions, IFLA Member Survey, strategic planning process, October 2019 Governance Survey, and interviews with past PC and division chairs. Among the issues they examined and prioritized were the following:

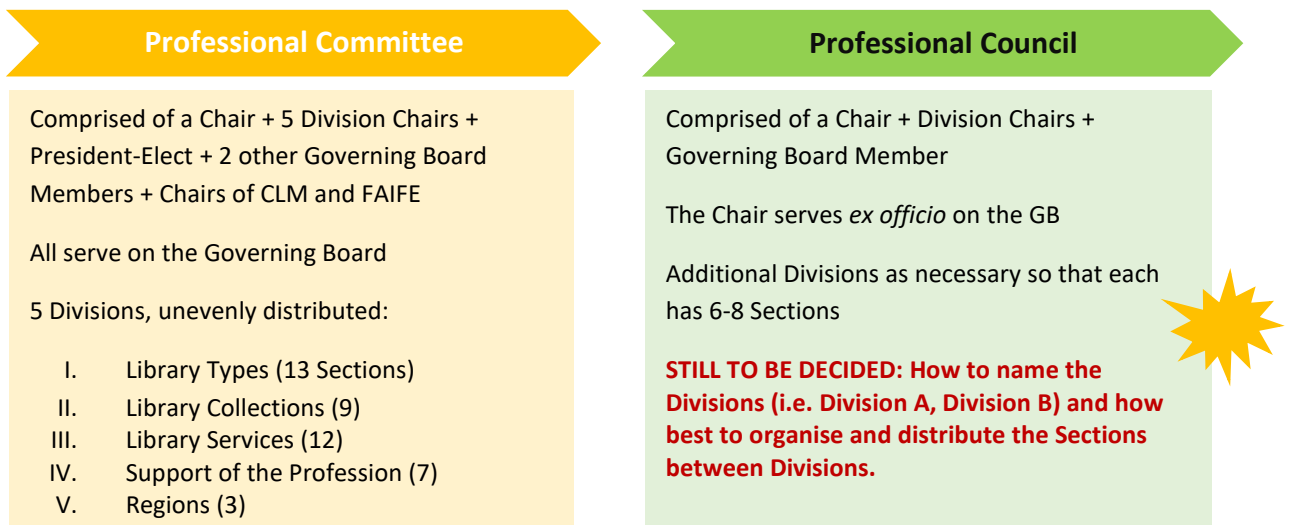
- 1. Improvements are needed to the way the Professional Committee (PC) coordinates the Professional Units,** particularly around communication, decision-making, and regular review.
- 2. The PC lacks clarity of expectations from the Governing Board.** What is its proper function?
- 3. There are inconsistencies in the size, structure, and composition of the PC which create problems.** Delineations between Divisions aren’t clear, causing gaps, overlaps, and uneven distribution of effort. There’s not enough agility to respond to emerging issues.
- 4. Communication, collaboration, and interaction need to be priorities for Professional Units,** yet their performance in these areas isn’t consistently reliable.
- 5. Barriers to participation must be addressed.** Requirements on Professional Unit standing committee members create barriers that get in the way of diversity and regional participation. There is a need to balance efforts to retain experience and expertise on standing committees with opportunities for new professionals to join.

The proposal represents a refreshed professional structure with the following attributes:

- ✓ *The nomenclature of Division and Professional Units is retained*

- ✓ *Composition of Divisions is flexible. Their structure can respond to the changing library environment*
- ✓ *A greater number of Divisions will have a similar, manageable number of professional units, making effective administration and communication more manageable for chairs*
- ✓ *There will be increased opportunities for professionals to be involved and contribute to the vital work of IFLA*
- ✓ *There will be greater clarity on roles and responsibilities of all “actors” of the professional structure*
- ✓ *Support for regional participation.*

Proposed New IFLA Professional Structure Detail



- + The *Professional Committee* is renamed the *Professional Council* and is organisationally aligned with the new Regional Council.
- + The basis of the professional structure is Professional Divisions comprised of Professional Units.
- + More flexibility is available in the composition of Professional Divisions.
- + The number of Professional Divisions will be expanded and the Professional Units reorganized so that each has 6-8 units.
- + Division V Sections become Regional Divisions within a new Regional Structure.
- + In addition to Advisory Groups and Professional Units there are three mechanisms for progressing professional work and opportunities for involvement: Working Groups, Special Interest Groups and a new mechanism called Networks. Review Groups continue to work to the Committee on Standards.
- + Existing procedures for transparent and regular review of committees and other structures are strengthened. The Professional Council reviews each



We've heard some of you ask, **is this really a guise for eliminating sections?**
 The answer is **no**.
 Existing Sections will be distributed across a larger number of Divisions, each administering a similar, manageable number of Professional Units, ensuring achievable workloads for chairs, and better support for volunteers.

Professional Unit every five years against criteria determined by the Professional Council to ensure effectiveness and relevance to the IFLA Strategy.

- + The rolling review program is designed in a way that ensures consistency in the workload for members of the Professional Council. A comparable number of Professional Units from each Division reviewed will be each year.
- + As a final step of the Annual Review, the Professional Council considers if changes to the composition of the Divisions is required to maintain Divisions of similar size.
- + Every five years, the Professional Council will review the composition of all Divisions
- + Professional Unit Standing Committees will have up to 20 elected members. If there is insufficient participation from around the world, a further five places with full participation rights (but no obligation to attend WLIC) will be available for regional participants who might otherwise face barriers.

NEW: More regular and formal information sharing and consultation between the Governing Board and the Professional Council.

The New IFLA Regional Council and Divisions

The IFLA Regional Council and Divisions are a new addition to IFLA's Governance Structure.

The purpose of the Regional Council is to provide strong representation of regional priorities across IFLA's work and in particular on the Governing Board, strengthen advocacy for libraries, create more opportunities for regional participation, make IFLA more visible globally and implement the regional elements of IFLA's Strategy.

The **Regional Council** will coordinate and support the development and implementation of Regional Division Action Plans; review Regional Division activities and raise relevant emerging issues to the Governing Board; bring together information on advocacy priorities within regions in order to shape IFLA's overall advocacy work; develop advocacy approaches to UN and other agencies working at the regional level; review overall success in developing the regional dimension of the IFLA Strategy; and develop strategies for promoting IFLA activities, membership and fundraising in the regions.

The **Regional Divisions** will provide a focal point for IFLA's work at the regional level through their work with regional action plans. Developing these will involve both collaboration with professional units in their regionally-focused work, and leading on the implementation of projects linked to advocacy and building engagement with IFLA in regions. Through this, the Regional Divisions will provide a form of support to professional units in engaging better with regions, and ensure that IFLA's advocacy work is most relevant for members on the ground.

The Regional Council advises and reports to the Governing Board. Through its work, the Regional Council will raise the profile of activities at the regional level. It will also enable IFLA deliver on its goal, under the Strategy, to strengthen the library field at all levels, and respond effectively to regional characteristics and priorities.

Rationale for Proposed New Structure:

The need for better regional representation and participation transcends each area of IFLA's Governance. The Governing Board prioritised the following challenges and opportunities:

1. **IFLA members and volunteers identify diversity, participation and representation as IFLA's greatest strength and also its biggest area for improvement**
2. **IFLA's work at the regional level currently does not have a high enough profile across the Federation**, with more work needed to ensure an adequate focus on this, including within IFLA's professional structure
3. **There is no comprehensive structure for shaping the regional dimension of the delivery of the IFLA Strategy**, and so to provide support in the most effective way for each region
4. **There is currently no clear global structure for building advocacy skills and engagement with IFLA in a way that takes account of regional characteristics**, or of engaging with regional UN agencies
5. **The current structure does not cover all regions of the world.**

Proposed New IFLA Regional Structure Detail



Comprised of a Chair + 6 Division Chairs

The Chair serves *ex officio* on the Governing Board

Regions: Africa, Asia Oceania, Europe, Latin America and the Caribbean (LAC), Middle East and North Africa (MENA), North America

Each Regional Divisions is made up of 10-20 representatives

STILL TO BE DECIDED: What's the right number of representatives, and the best nominations and election process, for each region?



- + **The Regional Structure mirrors the Professional Structure**
- + Professional Division V is upgraded in size and responsibility to become the Regional Council. The current regional Sections (Africa, Asia Oceania, LAC) become Divisions.
- + Every region is represented. Chairs of the Regional Divisions make up the Regional Council.
- + Builds on current Division V sections and recognises the MENA region. MENA brings together countries which form a single United Nations political region, and that share language and practice working together. IFLA has already been recognizing MENA as a distinct region, for example, through Global Vision and the International Advocacy Programme.
- + Europe and North America are included as regions in order to ensure that the Regional Council represents members everywhere, giving all IFLA members a stronger stake in ensuring that our Federation intensifies its regional engagement. It also increases the strength and legitimacy of IFLA's advocacy with regional agencies and partners everywhere. The overall division of regions reflects the UN's political division of the world.
- + **Still to be decided:**
 - How best to ensure diversity of representation within the Regional Divisions
 - What number (10-20) makes best sense within each region, and what nominations and elections process is most appropriate in each region? Can these be unique?
 - How can we ensure regular and effective collaboration between the Regional and Professional Councils and Divisions?

Advisory Committees (previously “strategic committees”)

Proposal Amended by Governing Board, 23 July 2020

IFLA’s current Strategic Committees cover a range of policy areas and topics, and support the work of IFLA’s top-level governance on major policy or other cross-cutting issues.

The four committees are:

- Copyright and other Legal Matters (CLM) Advisory Committee
- Freedom of Access to Information and Freedom of Expression (FAIFE) Advisory Committee
- Committee on Standards (CoS), and the Review Groups which report to it
- Cultural Heritage Programme Advisory Committee (CHPAC)

The purpose of IFLA’s proposed Advisory Committees is to coordinate related and relevant activities across IFLA, to support IFLA policy development and advocacy, and to support the development of relationships with relevant global and regional organisations on issues for which the advisory committee is responsible.

Rationale for Proposed Changes

The Strategic Committees Work Group – one of the three work groups of IFLA Governing Board members tasked with leading the Governance Review in this area – convened in August 2019. It explored the question, *do our Strategic Committees effectively work to help achieve the ambitious goals of the Global Vision and IFLA Strategy 2019-2024?*

The Work Group analysed the inputs received through the IFLA Member Survey, strategic planning process, October 2019 Governance Survey, and through interviews. The major issues they identified and prioritized are:

1. **There is no clear definition or statement of purpose** concerning the specific role of Strategic Committees, risking creating confusion for members and potential volunteers
2. **Committees have been set up in an ad hoc manner** and have evolved separately from each other, creating complexity for those looking to understand IFLA
3. **Committees** are not formally coordinated, leaving collaboration to chance
4. **There is a lack of visibility and understanding of the Strategic Committees and their work**
5. **As currently organised, the benefit of these committees’ depth of expertise and good work is not fully realised.**

Proposed Advisory Committee Detail

STRATEGIC COMMITTEES

ADVISORY COMMITTEES

In order to simplify IFLA's governance, the selection and composition of the committees – the number of core members, and the way they are appointed - are standardised. *All Strategic Committees become Advisory Committees.*

All of the Advisory Committees will formally report to and advise the Governing Board. The Governing Board may refer reports or questions to the Professional or Regional Councils as appropriate. The Committees will be mandated to work to ensure that all parts of IFLA are able to benefit from their deep expertise and work. The board may establish additional Advisory Committees from time to time in responses to emerging issues.

YOUR FEEDBACK MADE A DIFFERENCE: The reporting structure in this Working Paper represents a significant change in the Governance Proposal. Based on your feedback that reporting to anybody *other than* the Governing Board could be viewed externally as a demotion in priority or credibility, all Advisory Committees now report directly to the Governing Board.

Questions? Here's where to find more information:

- [IFLA Governance Questions and Answers](#)
- [IFLA Governance Review Website](#)