



Endorsed Minutes of the sixty-fourth meeting of the Governing Board held on Friday 13 December 2019 from 08.30 – 15.00 in the Koopman Room (IFLA offices), Koninklijke Bibliotheek, Prins Willem-Alexanderhof 5, The Hague, Netherlands.

Present:

Members: Christine Mackenzie (President, Chair) Antonia Arahova (Treasurer); Adjoa Boateng; Huanwen Cheng; Michael Dowling; Marwa El Sahn; Jonathan Hernández Pérez; Catherina Isberg; Halo Locher; Vicki McDonald; Sonia Poulin; Knud Schulz; Ay Cheng Tay; Helen Vincent; Minna von Zansen; Gerald Leitner, IFLA Secretary General (Ex-Officio Member)

Staff: Helen Mandl, Deputy Secretary General & Director Member Services; Stephen Wyber, Manager Policy & Advocacy; Esther Doria, Project Coordination Assistant (minutes).

Welcome and apologies

The IFLA President welcomed all to the meeting. Apologies were received from Barbara Lison (President-elect); Sanjay Kumar Bihani and Sueli Mara Soares Pinto Ferreira.

The President explained the new format and process of the Governing Board agenda, which will enable the Board to spend less time on background papers and have more time available for important discussion items.

1. General business

1.1 Adoption of agenda

Item 5.5 Membership Strategy was added to the agenda. The President highlighted that under item 2.2.1 the Trend Report would be discussed.

Resolution: The Governing Board adopted the agenda.

1.2 Minutes of previous meetings

1.2.1 Approved minutes of the Governing Board meeting on 23 August 2019

It was noted that the Governing Board 2017-2019 approved the minutes of the Governing Board meeting on 23 August 2019 by email.

Resolution: The Governing Board noted the minutes of the sixty-second meeting of the Governing Board held on Friday 23 August 2019 at the Megaron Athens International Convention Centre, Athens, Greece.

1.2.2 Draft minutes of the Governing Board meeting on 30 August 2019

The Governing Board accepted the minutes as a true and accurate record of the meeting.

Resolution: The Governing Board accepted the minutes as a true and accurate record of the sixty-third meeting of the Governing Board held on Friday 30 August 2019 from 11:00 – 17.00 in Room MC2 of the Megaron Athens International Convention Centre, Athens, Greece.

1.3 Resolutions agreed since last meeting, to be read into the Minutes

The following resolutions were agreed since the last meeting and are recorded in the minutes of this meeting:

IFLA Candidates for the Global Alliance of Partnerships for Media and Information Literacy International Steering Committee

After many years of operating as an appointed body, the Global Alliance of Partnerships for Media and Information Literacy's International Steering Committee announced its first elections in September 2019. IFLA assisted with the process of organising these, although delays and last-minute changes from UNESCO caused some complications and confusion. Nonetheless, IFLA was able to find three very good candidates – Antonia Arahova (Governing Board, for co-Chair), Joanne Plante (Chair, School Libraries Section, for co-Vice-Chair) and Lisa Jannicke Hinchliffe (outgoing Chair, Information Literacy Section, for co-Secretary-General).

Proposed Instrument on Preservation at WIPO

Since 2011, IFLA's official position at the World Intellectual Property Organization has been to support a Treaty on Libraries and Archives. This is a wide-ranging proposal that, despite support from a number of friendly Member States, has so far failed to find agreement from traditionally more hostile countries and blocs, such as the European Union.

In an effort to break through this, and based on the broad support for work focused on preservation in the three regional meetings that took place in Singapore, Nairobi and Santo Domingo, IFLA worked with partner organisations to develop a narrower proposal that would allow for preservation (including across borders), and some access to and use of preservation copies. It is also explicitly not called a 'Treaty', in order to remain consistent with their mandate of the committee to discuss instruments without prejudice to their final form.

Nomination of Ulrike Junger as IFLA representative on the ISBN International Board

Following the end of the term of the previous incumbent, IFLA HQ worked with the Committee on Standards over a number of months in order to identify potential candidates for the post. After some searching, Ulrike Junger, Head of Name Acquisition and Cataloguing at the German National Library, agreed to be nominated. She has held her post at the Library since 2014, and previously spent five years as Head of Cataloguing. She is active within IFLA, presenting papers at WLIC, and acting as CDNL Representative to the Committee on Standards during its 2017-19 term.

Resolutions: The Governing Board noted the following resolutions to be read into the minutes:

- The Executive Committee, on behalf of the Governing Board, resolved to nominate Antonia Arahova, Lisa Jannicke Hinchliffe and Joanne Plante as candidates to the UNESCO GAPMIL International Steering Committee.
- The Executive Committee, on behalf of the Governing Board, resolved to endorse the draft instrument on preservation proposal for WIPO SCCR.
- The Executive Committee, on behalf of the Governing Board, to nominate Ulrike Junger as IFLA's Representative on the ISBN International Board for a two-year renewable term from 11 October 2019.
- The Secretary-General, on behalf of IFLA, in view of previous discussions, agreed to IFLA's Membership of the Climate Heritage Network.

1.4 Matters arising not elsewhere on the agenda

1.4.1 From the minutes of 23 and 30 August 2019

It was requested that the Governing Board meeting minutes be sent to the Governing Board as soon as possible, preferably within two working weeks after the meeting. It was agreed that the resolutions from the meeting will be first sent to the Board in the week following the meeting, and that the minutes will follow as soon as they are finalised, taking the holiday season into consideration.

It was agreed that the election results of Governing Board members to the various Governing Board committees will be published after the meeting without having to wait for the publishing of the Governing Board minutes.

1.4.2 From the Executive Committee

The Executive Committee met the previous day, reviewed the Governing Board agenda, and discussed the Governance review, Membership Strategy and Risk management.

Resolution: The Governing Board noted the report from the Executive Committee.

1.5 General Business Resolutions

See Resolutions under individual items.

2. Planning

2.1 Strategic Direction 1 Strengthen the global voice of libraries

2.1.1 KI 1.1 Show the power of libraries in the SDGs

IFLA has drawn on flagship tools such as the Library Map of the World and the Development and Access to Information report in order to show the power of libraries within its advocacy work, notably through the participation of the President and Secretary General in events in Australia, India, Mexico, China and Ghana. We have produced further focused materials and campaigns around the connection between libraries and development, notably with the celebration of the 25th anniversary of the Public Library Manifesto on 29 November 2019.

The Library Map of the World team has created an infographic describing the curation process of SDG Stories which is being distributed to existing and potential contributors of stories. This has led to a faster curation process and increase of number of available stories.

Resolution: The Governing Board noted the report.

2.1.2 KI 1.2 Build a strong presence internationally

IFLA has engaged strongly in both intergovernmental and civil society spaces, including the UN General Assembly, the World Intellectual Property Organization and UNESCO, promoting libraries and library interests. In particular, the President's engagement at the World Summit of Local and Regional Leaders in Durban in November provided an opportunity to strengthen links with local government, while the Secretary-General's meeting with the Centre for promotion of the Book in Latin America and the Caribbean opens the door to new partnerships to benefit our members.

It was noted that a work plan on e-Lending will be established in the coming months by a cooperation between CLM, the Metropolitan Libraries Section and the Public Library Section, following an informal meeting held at WLIC 2019.

Resolutions:

- The Governing Board noted the report.
- The Governing Board agreed on the terms of reference of the IFLA-ILAB Working Group and requests the Rare Books and Special Collections Section to suggest three members of the Working Group for subsequent agreement by the Governing Board.

2.1.3 KI 1.3 Identify key legal challenges and advocate for action

IFLA is working to expand its capacity to support libraries and library associations in engaging with all policies that affect their ability to achieve their missions. Particular highlights include the publication of a first chapter of a survey of the inclusion of libraries in broadband policies, ongoing engagement around the Marrakesh Treaty, and a final version of our toolkit for libraries looking to get involved in national literacy and reading strategies. We are looking forward to further reflection on the policies that matter for libraries, in order to target IFLA's support most effectively.

Resolutions:

- The Governing Board noted the report.
- The Governing Board resolved to appoint Eve Woodberry as an expert advisor to the Copyright and other Legal Matters committee for a period of two years (2020 – 2021).

2.1.4 KI 1.4 Shape public opinion

In anticipation of Human Rights Day, IFLA has finalised the Intellectual Freedom Checklist as part of its effort to build the capacity of libraries and library associations to engage. At the global level, the Open Access Working Group has advanced discussions on how to update IFLA's Statement, and new contacts are being built around OpenGLAM. We have seen IFLA contributions on the importance of libraries as a space for realizing cultural rights reflected in a report by the UN Special Rapporteur on Cultural Rights.

While discussing the IFLA Policy on Open Data, Governing Board members agreed that corporate policies approved by the Governing Board should be reviewed after a certain amount of time. The Governing Board requested that IFLA HQ staff provide an overview of IFLA policies, in order to determine when these policies should be reviewed. It was noted that a clear distinction should be made between such policies and guidelines.

A question was raised regarding the timeline of the Open Access Working Group. It was noted that their final report and recommendations should be ready for WLIC 2020.

Resolutions:

- The Governing Board noted progress on Key Initiative 1.4.
- The Governing Board noted the report of the Open Access Working Group.
- The Governing Board endorsed the IFLA Policy on Open Data within IFLA, to be reviewed in December 2022.

2.1.5 Resolutions Strategic Direction 1 Strengthen the global voice of libraries

See Resolutions under individual items.

2.2 Strategic Direction 2 Inspire and enhance professional practice**2.2.1 KI 2.1 Key resources that inspire the profession**

IFLA is strengthening its offer of materials to support advocacy efforts, with a particular focus on libraries and library associations in countries involved in Voluntary National Reviews (VNRs) as part of the United Nations 2030 Agenda. We are also constantly working to enrich and deploy flagship tools such as the Library Map of the World, the Ideas Store and the Development and Access to Information report. Through participation in the MENA regional strategy workshop, and CodeWeek, we have been able to strengthen engagement in the Library Map of the World.

It was noted that on page 3 of the paper was the following error: “On **12-13 October**, IFLA’s Member Engagement Officer attended IFLA’s regional workshop “Strategies for Stronger Libraries in MENA region”, 12-13 **October** should be 12-13 **November**.”

Trend Report 2020

The Secretary General presented an overview of the Trend report’s history, explaining the process followed in 2013 and the five key trends that were identified.

The Trend Report was updated in 2016, and in 2017 it was decided by the Board that a major update would be done every five years, starting in 2020. In the intermediate years 2017, 2018 and 2019, ‘soft’ updates based on President’s Meeting presentations were added.

Funding for the Trend report has been reserved and earmarked for the project.

Preliminary work had identified the following overarching trends affecting libraries:

- Societal trends (democracy, sustainability, public participation, freedom of access to information and knowledge)
- Digital future (challenges facing libraries in digital world, algorithms, digital parallel societies, barriers, misinformation/fake news, artificial intelligence, physical and online merging)
- SDG’s, sustainability, inequalities

It was noted that the Trend report should stimulate more discussion on both local and national levels, and inspire discussion with library partners.

The following timeline was agreed:

- Work with a Management Board and journalist to identify and contact contributors (Dec-Jan).
- Commission and receive short contributions (January-March).
- Hold a ‘Big Tent’ meeting with contributors, seek inputs for a report (3th week of March).
- Work with an Editorial Board to review the report (March-June).
- Hold a presentation of key elements at the President’s Meeting (Brisbane, June).
- Finalise and launch the Trend Report at WLIC (June-August).

Resolutions:

- The Governing Board noted the report.
- To advance work on the IFLA Trend Report, the Governing Board:
 - agreed on the formation of a Management Board, consisting of the President and the Secretary General, Antonia Arahova, Catherina Isberg and Minna von Zansen.

- agreed on the revised formation of an Editorial Board, consisting of Adjoa Boateng, Michael Dowling, Jonathan Hernández Pérez, and Sueli Mara Soares Pinto Ferreira.
- proposed additional themes to be addressed.

2.2.2 KI 2.2. High quality campaigns to engage libraries

Good progress has been made towards the launch of IFLA’s website in 2020, with the communications team within IFLA now having control over the final stages of development. The IFLA mailing lists are also moving in-house, following a substantial effort by staff. The IFLA WLIC 2020 site is also available with new features improving visibility of news and ways in which members can engage with the Congress. The WLIC newsletter is now also managed by IFLA Headquarters and has also been moved in-house. The first issue has been distributed. The President thanked the team for all the work done in moving all the mailing lists.

Resolution: The Governing Board noted the report.

2.2.3 KI 2.3 Develop standards to foster best professional practice

Work is well underway on the Guidelines for Libraries serving Refugees and Migrants, and an update of the Digital Heritage Selection Guidelines, as well as on an investigation of how preservation standards could be adapted to make them useful for a wider range of libraries. We have promoted existing documents and are looking for other areas where standards would help promote IFLA’s missions. It was noted that more clarity should be provided regarding the standards and guidelines, and that it would be helpful to create a template for this.

Resolutions:

- The Governing Board noted the report.
- The Governing Board appointed Renate Behrens as IFLA representative to the European Committee on Standardisation’s Technical Committee (346) on Cultural Heritage (CEN/TC 346) term of two years 2020-2021 (once renewable), with annual reports to the Governing Board, and other reports as appropriate.

2.2.4 KI 2.4 Provide tools to support the work of libraries

Platforms and other infrastructures such as the IFLA Library show how IFLA tools can support the everyday work of our members. The Namespaces project will offer valuable new possibilities and has seen useful progress. We are assessing the best way to provide support on risk under the umbrella of the Risk Register, while our Preservation and Conservation Centres have agreed on new steps to increase activity levels towards those of the most active.

Resolution: The Governing Board noted the report.

2.2.5 Resolutions Strategic Direction 2: Inspire and enhance professional practice

See Resolutions under individual items.

2.3 Strategic Direction 3 Connect and empower the field

2.3.1 KI 3.1 Opportunities for face to face networking and learning

IFLA is working to realise fully the potential of WLIC and the President’s Meeting, especially as networking opportunities, drawing on feedback received.

Following a first Regional workshop in Buenos Aires for the Latin American and Caribbean (LAC) region on 24 May 2019, IFLA organised a second workshop for libraries from the Middle East and North Africa (MENA) region in Alexandria, Egypt, on 12-13 November 2019, three Regional workshops are planned in 2020.

Resolution: The Governing Board noted the report.

2.3.2 KI 3.2 Support virtual networking and connections

IFLA has tested out new webinar software which will now be made available to Professional Units, simplifying their work to communicate, both internally and to the wider world. IFLA's mailing lists have been brought in-house following many years of working with an external partner.

Resolution: The Governing Board noted the report.

2.3.3 KI 3.3 Empower the field at national and regional levels

This is a key area for development and activities will begin in 2020. As IFLA looks to strengthen its integration with regional work, further reviews and research will be required.

Resolution: The Governing Board noted the report.

2.3.4 KI 3.4 Targeted learning and professional development

Following the closure of the Global Libraries programme, IFLA has agreed to take over the training modules that were part of the INELI programme. These will be renamed and rebranded and made available next year.

Resolution: The Governing Board noted the report.

2.3.5 Resolutions Strategic Direction 3 Connect and empower the field:

See Resolutions under individual items.

2.4 Strategic Direction 4 Optimise the organization

2.4.1 KI 4.1 Foster long-term stability of organisation

IFLA is undertaking discussions with a number of parties who have shown an interest in IFLA's work and that may be in a position to provide funding for future IFLA programmes. These include organisations in Europe and Latin America.

The President thanked the Governing Board members for their great work and input into the Governance Review.

Resolution: The Governing Board noted the report.

2.4.2 KI 4.2 Effectively mobilise human resources

IFLA management decided to create a series of actions in order to create effective communication, embrace transparency and cultivate strong relationships among staff members. This includes surveys on work at WLIC and internal communication and legal advice on a range of policies. A more detailed overview of IFLA staff was requested to create a better understanding of the responsibilities of the staff members. It was also requested to make more information regarding the activities of IFLA HQ available. When the new website is launched this can be part of the newsletter.

Work with the IFLA Preservation and Conservation centres is being enhanced with the appointment of one centre to assist IFLA HQ with communication and questions from other centres.

Resolution: The Governing Board noted the report.

2.4.3 KI 4.3 Increase, diversify and engage our membership

IFLA's membership increased substantially with growth in institutional and personal members. Improved processes to ensure only members who have paid their fees can take advantage of member benefits, such as congress fee discounts assisted in encouraging more members to re-join or ensure fees were paid. Assistance from regional offices has been sought to assist in identifying contacts for library associations and national libraries on which IFLA had no previous information. With additional research we now have a better picture of where associations or institutions exist. A current campaign to contact national library associations and invite them to join IFLA is currently underway.

The Governing Board thanked the Director Member Services and her team for the positive developments in IFLA membership.

Resolutions:

- The Governing Board noted the report.
- The Governing Board resolved to admit the new members for the period 1 July – 15 November 2019.
- The Governing Board resolved to exclude those members who have not paid their fees by 31 December.

2.4.4 KI 4.4 Increase visibility through communications

Communications are essential to distributing IFLA's information to the world. The IFLA Strategy is now available in nine languages with more underway. IFLA's Facebook and Twitter accounts direct a lot of traffic to the IFLA website and staff will look to improve IFLA's overall communications in order to maximise effectiveness.

Resolution: The Governing Board noted the report.

2.4.5 Resolutions Strategic Direction 4: Optimise the organization

See Resolutions under individual items.

3. Professional matters

3.1 Congresses

3.1.1 WLIC 2019 Athens final report

The IFLA WLIC 2019 was very successful in terms of high delegate numbers, wonderful volunteers and a hard-working National Committee. However, the venue proved problematic for some delegates and the lack of government support and sponsorship hindered the financial outcome. The final financial report will be provided to the April 2019 Board meeting. IFLA is very thankful to the Greek National Committee and the team of volunteers for their support to the organisation of this successful event. The dedication and commitment of the National Committee to a positive outcome, despite financial and other obstacles, was outstanding.

Resolution: The Governing Board noted the report.

3.1.1.1 WLIC 2019 Final Statistical Report

Resolution: The Governing Board noted the report.

3.1.1.2 WLIC 2019 Evaluation study of the Congress in Athens

Resolution: The Governing Board noted the report.

3.1.1.3 WLIC 2019 Evaluation – Answers to Open Questions

Resolution: The Governing Board noted the report.

3.1.1.4 WLIC 2019 Accessibility Report

The Library Services for People with Special Needs Section has submitted a report on accessibility issues during IFLA WLIC 2019.

While acknowledging the difficulties due to the nature of the conference building in Athens, the Section reports on a range of measures that can be taken to improve accessibility for WLIC 2020. The Governing Board thanked the LSN Section for their report, which is very helpful for the preparations of future conferences.

Resolutions:

- The Governing Board noted the report.
- The Governing Board thanks the LSN Section for their report.

3.1.2 WLIC 2020 Dublin progress report

Preparations for WLIC 2020 are underway with participation from the National Committee and KIT. There is great interest in Ireland for WLIC 2020 and the NC is receiving positive responses to their requests for hosts for meetings and visits. It was noted that there will be a general election held in Ireland before the Conference.

Resolution: The Governing Board noted the progress report for IFLA WLIC 2021.

3.1.3 WLIC 2021 Update

IFLA WLIC 2021 is scheduled to be held in Rotterdam. The National Committee has started work and are very keen to progress work.

Resolution: The Governing Board noted the report.

3.1.3.1 WLIC 2021 Logo and theme

The Dutch National Committee have provided three proposals for the logo for WLIC 2021, and three proposals for the theme of the Congress. Following recommendations from the CAC, the Governing Board selected the logo and theme for WLIC 2021 while asking IFLA HQ to seek additional advice on the colours in the logo.

Resolution: The Governing Board selected the following logo and theme for WLIC 2021:

- Logo: Concept C windmill.
- Theme: Let's work together, let's library!

3.1.3.2 WLIC 2021 Fee Proposal

It was proposed to raise the WLIC 2021 registration fees in line with the average Dutch inflation rate of 2.3% as used for the increase for membership fees in 2020 and not to increase the rates for exhibitors.

Resolution: The Governing Board accepted the proposed registration rates for IFLA WLIC 2021.

3.1.4 WLIC 2022 Update

Early in 2019, IFLA was informed that the Convention Centre in Auckland would not be ready for WLIC 2020. Options were explored but the Governing Board decided to postpone Auckland until 2022 and seek another host country for 2020, with Ireland being selected following a call for bids.

On 22 October 2019, a fire broke out in the roof of the Convention Centre which is still under construction. The Convention Centre suffered substantial damage. The insurer of the building has agreed to cover the costs of repairs, however, the builder is not able to indicate when the Convention Centre may be repaired and finished. The convention centre (NZICC) owner SkyCity will make an announcement in February about a new opening date.

The Secretary General has contacted the New Zealand National Committee whose members are meeting in early December and will report back.

Resolution: The Governing Board noted the report.

3.1.5 Call for Professional Conference Organiser

The Governing Board discussed the process and results of the call for a Professional Conference Organiser for the congresses in 2022 – 2024. A decision has been made and the Secretary General will organise a new contract.

Resolution: The Governing Board noted the report.

3.1.6 Other business from CAC

There was no other business.

3.2 Professional programme matters

3.2.1 Professional programme report

The Professional Committee met on 9 December 2019. The Professional Committee Chair highlighted that they addressed a full agenda of items related to the Professional Programme Development Plan (PPDP). The Professional Committee will, with its PPDP, aim to achieve the following within its scope of work:

- Objective 1 - Align work of the professional units with the IFLA strategy,
- Objective 2 - Lead the governance review with regard to the professional units of IFLA.
- Objective 3 - Strengthen communication and collaboration between all stakeholders.
- Objective 4 - Develop the congress as a professional experience and international forum and participate in the review of the congress.

The PC considered the Units' Annual Reports and Action Plans, requests for WLIC sessions and satellite meetings and discussed items relating to the Congress programme and project funding, communications, the publishing programme and procedural matters.

The Chair thanked Claire McGuire, Megan Price and Helen Mandl from IFLA HQ for their support, and the Governing Board thanked the PC Chair for her work.

Resolution: The Governing Board noted the report from the PC.

3.2.3 Professional committee report on items not elsewhere on the agenda

There were no further items.

3.2.4 Resolution Professional programme matters

See Resolutions under individual items.

4. Financial Matters

4.1 2019 Third quarter financial report and forecast

The Finance Committee (FC) met the previous day. The Treasurer reported that the FC reviewed the 3rd quarter results and forecast in detail.

The end of year forecast for the core business budget is for a surplus of € 35,607 against a budgeted surplus of € 267. This is the result for operating our core business.

The end of year forecast for the result including Key Initiatives and Earmarked funds is a surplus of € 24,003 (budgeted surplus € 267).

As set out in the Reserves Policy, the cost calculated at November 2018 for winding up IFLA and closing down is €1,200,000. At December 31, 2018 the General Reserves of IFLA are € 1,513,581. In conclusion, IFLA is currently upholding sufficient general reserves to carry the costs for closing down over a period of one year.

Resolutions:

- The Governing Board noted the report.
- The Governing Board accepted the report of the Treasurer on the 2019 third quarter financial result and year end forecast.

4.2 2020 Draft budget

The Finance Committee reviewed the 2020 draft Budget in detail at its meeting on Thursday 12 December 2019. The Treasurer presented the draft budget to the Governing Board. The budget includes the resources required to support the governance and professional structure, Headquarters structure and staffing needs, Key Initiatives, and Earmarked projects. The Core Business budget includes IFLA's statutory activities and operating costs. The Key Initiatives have been included separately from the Core Business costs, as these are generally funded through external funds such as grants.

Within this budget environment, the Salaries and Staffing costs component has been modelled on the anticipated staffing levels required for IFLA's core business, Key Initiatives and Legacy activities for a full year.

The draft core budget shows a deficit result of € 13,712 for core business. This is due to the Namespace project funding.

KI activities will be funded through external grant funding on a balanced budget basis. The draft budget including Earmarked projects shows a deficit result of € 16,762 because of the anticipated use of available earmarked funds for the Shawky Salem Training Fund and the Margreet Wijnstroom Fund.

This budget result does not include the 2020 result for the Holding B.V. consolidated companies which will be determined through the audit process in March 2021.

Resolutions:

- The Governing Board received the report of the Treasurer on the draft budget for 2020.
- The Governing Board endorsed the draft budget for 2020.

4.2.1 2019 Forecast and 2020 budget

The 2019 Forecast and 2020 Budget were discussed and noted in the preceding items.

4.3 Report on items not elsewhere on the agenda

There were no further items.

4.4 Financial Matters Resolutions:

See Resolutions under individual items.

5. Governance

5.1 SIGL overview

The Secretary General gave a short introduction of the background and history of SIGL, and the relation between SIGL and IFLA. A more detailed overview of SIGL will be provided in the Governing Board meeting in April 2020.

It was reported that the Secretary General, the President and the President-elect spoke to the SIGL Board, and the SIGL Board is willing to support IFLA with the development of a fundraising strategy and fundraising activities. This will be a service provided by SIGL to IFLA, and SIGL will assist with identifying expertise to develop this strategy. Work will be done in close cooperation with the President, Secretary General and IFLA HQ. A formal request should be sent by the IFLA Governing Board to SIGL.

Resolution: The Governing Board noted the report.

Resolution: The Governing Board will send a request to the SIGL Board to develop a fundraising strategy and fundraising activities to support IFLA.

5.2 IFLA representation on external committees

The Governing Board received an overview of the current state of IFLA representation on external committees. A question was raised regarding the Coordinating Committee on Audio-visual Archives Associations (CCAAA), following a request to the Professional Committee from one of the Sections.

IFLA is not currently a member of the Coordinating Committee on Audio-visual Archives Associations, although the CCAAA has inquired about us joining. CCAAA is currently in a phase of transition, following a change in the leading organisation. IFLA HQ is in contact with people involved in order to ascertain the value of membership, both in terms of its support for our professional and advocacy work.

It was decided that IFLA HQ will send a recommendation to the Governing Board in the second half of January 2020 for decision making by the Board.

Resolution: The Governing Board noted the current state of IFLA representation on external committees.

5.3 IFLA Risk Management Update

In August 2017, the IFLA Risk Management Policy was adopted by the Governing Board. The policy confirms IFLA's commitment to adopting a strategic, consistent and structured enterprise-wide approach to risk management in order to achieve an appropriate balance between realising opportunities for gains and minimising losses.

It is the role of the Finance Committee to monitor the Risk Management Framework and Register. The framework should be reviewed by the FC annually, prior to the December Board meeting, and any significant issues should be reported to the Governing Board.

The Treasurer reported that the Finance Committee continued work on the Risk management plan, and worked through the Risk Framework, which should be ready to be presented to the Governing Board in April 2020.

The Treasurer highlighted the following items that are considered important risks:

- Global economy worsening resulting in lower membership rates, less attendance at Congress.
- Congress model outdated resulting in financial and reputational damage.
- Turnover of staff resulting in loss of expertise.
- "Duty of care" was added as an additional item.

The Finance Committee will continue work on the Risk framework and work on a treatment plan for high risks, which will be part of the papers in April.

Resolution: The Governing Board noted the report.

5.5 Membership Strategy

The Secretary General and Deputy Secretary General presented an overview of IFLA's current membership situation. In particular, they highlighted that IFLA's membership income represents 75 % of IFLA's core budget so a strategy to increase membership numbers is essential to IFLA's sustainability.

The presentation was followed by a discussion in which all Governing Board members provided input and ideas for the Membership Strategy.

Following the membership strategy discussion, the Governing Board requested that the Secretary General shall start work on a Membership Strategy, and with the support of SIGL funding, will explore seeking expert advice to further this work, define potential next steps, and what may be necessary to deliver them.

Resolution: The Governing Board requests that the Secretary General start work to develop a Membership Strategy, and with the support of SIGL funding explore seeking expert advice to further this work.

5.6 Governance Resolutions

See Resolutions in individual items.

6. Any other business

The Governing Board agreed to vote by email on a proposal regarding the first amendment of the IFLA Statutes. The Governing Board will receive this proposal in January 2020 and will cast their votes within two weeks.

Governing Board Members further agreed that a Replacement Policy for Governing Board members should be included in the new Statutes.

The Governing Board discussed and agreed on the announcement that will be published in the week after the Governing Board meeting regarding the Governance Review, and the overview of Key Principles.

A brief summary of the Governing Board meeting by the President will be sent out in the week after the meeting.

It was noted that 27 April 2020, the first day of the Governing Board meetings, will be a National Public Holiday in the Netherlands, therefore the Professional Committee meeting will take place at the hotel.

Resolution: The Governing Board agreed to vote by email on a proposal regarding the first amendment of the IFLA Statutes. The Governing Board will receive this proposal in January 2020 and will cast their votes within two weeks.

The President thanked all Governing Board members, Secretary General and IFLA staff for their great input and engagement and closed the meeting at 15:00.

Next Governing Board meeting dates:

The Hague, Netherlands

27 April – 1 May 2020 – Governing Board meeting

Dublin, Ireland

13 August 2020 – Committee meetings

14 August 2020 – Professional Committee meeting and Governing Board meeting

21 August 2020 - Professional Committee meeting and Governing Board meeting