



## **A Plan for Securing IFLA's Future – April 2023 Update**

This document sets out the plan defined by the IFLA Governing Board to act on issues identified both by itself, and by IFLA members and volunteers, in order to secure IFLA's future. It represents a continuation of the work launched with the governance review in 2019-2021, and covers both initiatives that will be launched shortly, as well as those that are already underway.

It starts with an overview of some elements of background, an identification of the core issues, and then sets out how this Plan has come about as a means of addressing them. The rest of the document then lists the actions planned, setting out who is responsible (in the case of initiatives already launched, some of these attributions simply reflect what has happened to date) and then a timeframe and key actions.

As highlighted below, the Governing Board will provide updates on this Plan after each of its meetings.

### Background

- Complaints on a range of matters relating to IFLA HQ received by the Governing Board
- The Governing Board commissioned two independent reviews December 2021 and January 2022
- The findings of the independent reviews did not support allegations of bullying, harassment, fraud
- The findings of the independent reviews showed problems in the management style with no hope for a quick turnaround
- Due to irreconcilable differences between the GB and the S-G, the GB decided to terminate the contract with the SG
- An amicable settlement between IFLA and the SG was concluded in October 2022.

### Issues

- IFLA members have raised concerns about a range of matters:
  1. the circumstances relating to the dismissal of the S-G
  2. The relationship between IFLA and SIGL

3. The working arrangements and culture at IFLA HQ
  4. Financial arrangements and IFLA's financial sustainability
- Governing Board members have raised concerns on a range of matters
    5. Although financial matters were addressed in the Induction, there was not a shared understanding of the full responsibilities of GB members. Future Inductions should consider the most appropriate timing of the Induction and delivery mode.
    6. Complexity of the financial arrangements
    7. Whilst the current Stichting arrangements are usual in The Netherlands and comply with Dutch legislation, there is concern regarding their complexity and perceptions of their lack of transparency
    8. Overall, there is a need for improved communication at all levels of IFLA work to restore trust, increase transparency and position IFLA for a secure and stable future

### Addressing issues

- To address the issues raised by members and the GB, a comprehensive response has been developed. The response articulates key activities, responsibilities, timeframes and reporting arrangements.
- An update on the proposed approach to address issues will be provided at the IFLA General Assembly on 25 August 2022.
- Status updates on the Plan will be discussed in regular meetings between the Acting S-G and the IFLA President.
- Status updates on the Plan will be provided at all GB meetings
- Following each GB meeting, an update on the Plan will be provided to IFLA members and IFLA staff

### **Our Plan**

Activity	Responsibility	Timeframe and Key Actions
<b>Strategic Plan</b>		
<b>IFLA Strategy 2019-2024 (Issue 8)</b> Report on the achievements of the IFLA Strategy 2019-2024 against the Key Initiatives	Acting S-G	Present the report to the April 2023 GB meeting

Activity	Responsibility	Timeframe and Key Actions
		<p>A format for the presentation of the report has been developed, however a complete report encompassing the years 2019-2022 is delayed and will be provided to the June 2023 GB meeting.</p> <p>In coming months</p> <ul style="list-style-type: none"> <li>• Develop the report for presentation to the GB in Q2 2023</li> </ul>
<p><b>Planning Dashboard (Issue 8)</b> Review the Planning Dashboard – prioritise activities, confirm responsibilities and milestones, reporting timeframes.</p>	<p>Acting S-G</p>	<p>Revised Planning Dashboard to be presented to the September 2022 GB meeting.</p> <p>Actions taken</p> <ul style="list-style-type: none"> <li>• Project plan developed with responsibilities, timeframes and milestones</li> <li>• Update presented to October 2022 GB meeting</li> </ul> <p>In coming months</p> <ul style="list-style-type: none"> <li>• Ensure relevant projects are underway or finalized</li> <li>• Monitor activity and milestones</li> </ul>
<p><b>IFLA Strategy 2025-2029 (Issue 8)</b> Commence the development of the new IFLA Strategy 2025-2029. As part of the development of the Strategy develop a supporting 5 year financial plan</p>	<p>Acting S-G</p>	<p>Proposed approach to be discussed at the December 2022 GB meeting</p> <p>Actions taken:</p> <ul style="list-style-type: none"> <li>• Paper provided to December 2022 GB meeting outlining process for review of current Strategy and process for development of new Strategy</li> </ul> <p>In the coming months</p> <ul style="list-style-type: none"> <li>• Activate GB working group to develop timeline, propose next steps to June 2023 GB meeting</li> <li>• Develop discussion paper for August 2023 GB as starter for incoming GB</li> </ul>

IFLA work environment

Activity	Responsibility	Timeframe and Key Actions
<p><b>Leadership of IFLA HQ (Issue 3)</b></p> <ul style="list-style-type: none"> <li>- Appointment of GB Delegate (Halo Locher)</li> <li>- Appointment of Acting S-G (Helen Mandl)</li> </ul>	<p>President</p> <p>President, GB</p> <p>President, GB</p>	<p>1 April – 31 August 2022</p> <p>1 September – until the commencement of the new S-G</p>
<p><b>Recruitment of the new Secretary General (Issue 3 and 8)</b></p> <p>The recruitment process can only commence once the legal proceedings with the outgoing Secretary General have been resolved.</p> <p>In the meantime, planning for the recruitment process should progress. A recruitment agency will be engaged to assist in the recruitment process.</p> <p>The ERB (Employees Representative Body) will be kept informed of the process, through regular updates.</p> <p>The Search Committee will make its recommendations on the appointment of the SG to the GB, for approval by the GB</p>	<p>Search Committee of the GB</p>	<p>The recruitment process commences following completion of the legal proceedings.</p> <p><b>Actions taken</b></p> <ul style="list-style-type: none"> <li>• Meetings held with employment consultant who will grade position, level and advise on appropriate salary.</li> <li>• Amicable settlement concluded with outgoing Secretary General</li> <li>• Quotes obtained from recruitment agencies</li> <li>• Recommendations on salary for Secretary General decided</li> <li>• Recruitment agency selected and recruitment process begins</li> <li>• Recruitment period closes</li> <li>• Interviews held and decision taken on selected candidate</li> <li>• Appointment completed</li> <li>• Employment in process</li> </ul> <p><b>In coming month</b></p> <ul style="list-style-type: none"> <li>• Finalise the contract and employment process</li> <li>• Announce new Secretary General to IFLA’s staff, members and the library field</li> </ul>
<p><b>Focus on improved communication (Issue 3)</b></p> <ul style="list-style-type: none"> <li>- Regular staff meetings implemented <ul style="list-style-type: none"> <li>o Weekly Team Leader meetings</li> <li>o Fortnightly all staff meetings</li> </ul> </li> <li>- Regular meetings with ERB</li> </ul>	<p>Acting S-G</p>	<p>In progress</p> <p><b>Actions taken</b></p> <ul style="list-style-type: none"> <li>• Staff meetings are held fortnightly</li> <li>• Updates provided and news from GB</li> <li>• ERB provides monthly report to GB</li> </ul>

Activity	Responsibility	Timeframe and Key Actions
		<ul style="list-style-type: none"> <li>• One-on-one meetings held with all staff</li> <li>• Workplace facilitator met with IFLA staff and prepared report and recommendations for the GB</li> <li>• GB members meeting with IFLA staff to improve communication and build trust</li> <li>• Additional meeting of GB members and IFLA staff to discuss recommendations</li> <li>• Agreed that ASG and IFLA staff will take process forward with additional facilitation if required</li> </ul> <p>In next month</p> <ul style="list-style-type: none"> <li>• The Acting Secretary General and the ERB will develop the brief for a facilitator and organise the next meeting with staff</li> </ul>
<p><b>Organisation Structure (Issue 3)</b> New structure with a team structure trialled – reduction in number of direct reports to the GB Delegate / Acting S-G</p>	GB Delegate	<p>Completed</p> <p>Actions taken</p> <ul style="list-style-type: none"> <li>• New structure in place with larger management team</li> <li>• Staff survey repeated as part of workplace facilitation</li> </ul>
<b>Relationship between IFLA and SIGL</b>		
<p><b>IFLA and SIGL (Issue 2, 4, 6 and 7)</b> Clarification of the legal and financial arrangements between IFLA and SIGL</p> <ul style="list-style-type: none"> <li>• Agreement to be reached with SIGL on the Joint Account Agreement</li> <li>• Develop funding requests to SIGL which are project based</li> <li>• Page on IFLA website to be updated <a href="https://www.ifla.org/sigl/">https://www.ifla.org/sigl/</a> to provide more details of the</li> </ul>		<ul style="list-style-type: none"> <li>• Confirm the Joint Account Agreement by December 2022. Applications for new project funding for 2023 and beyond</li> <li>• SIGL web page on IFLA website to be updated by 30 September 2022</li> </ul> <p>Actions taken</p> <ul style="list-style-type: none"> <li>• SIGL and IFLA met beginning of October 2022 to discuss and confirm ongoing relationship and support</li> <li>• Agreed to have joint workshop of both boards in December 2022</li> </ul>

Activity	Responsibility	Timeframe and Key Actions
background of the formation of the Stichting IFLA Global Libraries (SIGL)		<ul style="list-style-type: none"> <li>Financial and fiscal advice sought on proposed move to project based funding</li> <li>SIGL have developed new webpage: <a href="https://www.sigl.nl">https://www.sigl.nl</a> including background information</li> <li>Meeting held in January 2023 between IFLA and SIGL and financial advisors to discuss funding options</li> </ul> <p>In next months</p> <ul style="list-style-type: none"> <li>Develop agreed pathway for future funding based on the Joint Account Agreement</li> <li>Key staff to attend workshop with SIGL. Develop project funding proposals in accordance with SIGL requirements for monitoring and evaluation.</li> </ul>
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<b>IFLA Governance</b>		
<b>Statutes and Rules of Procedure</b> - Comprehensively reviewed in 2019-2021 <ul style="list-style-type: none"> <li>Extensive consultation with Professional Units and IFLA stakeholders</li> <li>Approved by an Extraordinary General Assembly February 2021 –effective from August 2021</li> </ul>	GB and S-G	Completed
<b>Handbook (Issue 8)</b> To support the practical work of the Statutes and the Rules of Procedure. <ul style="list-style-type: none"> <li>Working Group membership to include representation from IFLA HQ, GB, PC, RC, MLAS</li> <li>Handbook needs to be ready for the 2023 election cycle</li> </ul>	Acting S-G	Completed <p>Actions taken</p> <ul style="list-style-type: none"> <li>Working Group appointed</li> <li>Terms of Reference defined</li> <li>Working Group has met to review and develop sections of the Handbook</li> <li>Updated handbook presented to GB in December 2022</li> <li>Finalised handbook presented to GB in February 2023 for approval</li> <li>Handbook approved and final edits implemented</li> <li>Handbook prepared for publication</li> </ul>

Activity	Responsibility	Timeframe and Key Actions
		In coming month <ul style="list-style-type: none"> <li>Implement the publication of the Handbook and make it available to all IFLA committees</li> </ul>
<b>IFLA Code of Ethics for the Members of the Governing Board and Officers (Issue 5)</b> <ul style="list-style-type: none"> <li>Approved by the GB in 2006</li> <li>Undertake a review by a working group with a representative from the GB, MLAS Standing Committee, PC, RC, and an Honorary Fellow</li> </ul>	President-Elect  (PE could be the GB representative)	Completed  Actions taken <ul style="list-style-type: none"> <li>Working Group appointed</li> <li>Terms of Reference defined</li> <li>Working Group meeting regularly to discuss and review Code of Ethics for Governing Board members</li> <li>Final Code of Ethics and Conduct for Governing Board members presented for approval to GB in February 2023</li> <li>Code of Ethics and Conduct for Governing Board members approved</li> <li>Published on IFLA's website and IFLA-L</li> </ul> In coming months <ul style="list-style-type: none"> <li>It was recommended that the incoming Governing Board work on a Code of Ethics and Conduct appropriate to all IFLA volunteers across all committees</li> </ul>
<b>Policies – internal governance (Issue 3, 4, 5 and 6)</b> <ul style="list-style-type: none"> <li>Audit of policies to be undertaken.</li> <li>Gap analysis of policies and schedule of policy development to be presented to the Governing Board</li> <li>Examples of policies required: Purchasing Policy; Whistleblower; Travel for IFLA staff, contractors, GB and other elected members.</li> </ul>	Acting S-G and Treasurer	<ul style="list-style-type: none"> <li>Audit to be completed by 1 December 2022</li> <li>Gap analysis and schedule to be considered at December 2022 GB meeting</li> <li>Policy schedule with status of each policy to be presented to each Finance and Risk meeting</li> </ul> Actions taken <ul style="list-style-type: none"> <li>Meeting with Auditor held</li> <li>Framework for audit agreed</li> <li>Document preparation to support audit</li> </ul>

Activity	Responsibility	Timeframe and Key Actions
		<ul style="list-style-type: none"> <li>Auditor has visited IFLA and made initial assessment</li> </ul> <p>In coming months</p> <ul style="list-style-type: none"> <li>Await report of auditor and act accordingly</li> </ul>
<p><b>Project Management Framework (Issue 3)</b></p> <ul style="list-style-type: none"> <li>Develop and implement a project management framework for managing all projects</li> <li>Audit of project activity to determine application of a project management framework</li> </ul> <p>All projects undertaken by IFLA HQ must comply with an approved project management framework. Training to be provided to staff.</p>	<p>Acting S-G and Treasurer</p>	<p>Project Management Framework (Prince2) implemented by April 2023</p> <p>Project reporting to Finance and Risk Committee</p> <p>Actions taken</p> <ul style="list-style-type: none"> <li>Project management training options identified</li> </ul> <p>In coming months</p> <p>Develop timetable for training of relevant staff</p>
<p><b>Communication with Members (Issue 8)</b></p> <ul style="list-style-type: none"> <li>Meet the GB session included in all WLIC programs. A panel comprising the President, President-elect and Treasurer provide an update on IFLA matters. The session includes a Q&amp;A session.</li> <li>Following each GB meeting, an update on the Response will be provided to IFLA members and IFLA staff</li> <li>Develop a social media strategy: how IFLA communicates using social media; protocols for communication</li> </ul>	<p>President</p> <p>President</p> <p>Acting S-G</p>	<ul style="list-style-type: none"> <li>Out in the Open session at WLIC 2022 Dublin – Completed.</li> <li>Scheduled in WLIC 2023 Rotterdam</li> <li>Updates following GB meetings to commence from September 2022</li> <li>Social media strategy developed by December 2022</li> </ul> <p>Actions taken</p> <ul style="list-style-type: none"> <li>Key outcomes of September 2022 GB meeting published on website and IFLA-L</li> <li>Presented at staff meeting</li> <li>Monthly update to the Plan developed and published to website</li> </ul>

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Adopt Plain English for all communications to IFLA members and stakeholders		<ul style="list-style-type: none"> <li>Meeting held with GB and Chairs of the Professional and Regional Councils, the Professional and Regional Divisions and Advisory Committees.</li> <li>Meetings held with President and each Regional Division Committee</li> <li>Plain English guidelines approved at the February 2023 GB meeting</li> <li>Social media strategy provided to February 2023 GB as basis for further development</li> </ul> <p>In coming months</p> <ul style="list-style-type: none"> <li>Update to the Plan loaded to website after each GB meeting</li> <li>Further meeting held with GB and Officers</li> </ul>
<b>Induction for GB members (Issue 5)</b> The induction manual for GB members to be reviewed and revised to ensure that a comprehensive induction can be provided to the incoming GB members for the 2023-2025 term.	Acting S-G	<ul style="list-style-type: none"> <li>Overview of Induction to be approved by GB in February 2023</li> <li>Induction manual and workshop outline to be completed by June 2023</li> </ul> <p>Actions taken</p> <ul style="list-style-type: none"> <li>Initial review of current induction manual undertaken. Due to Governance changes, substantial rewrite required. Some material now included in Handbook.</li> <li>Provide updated outline and basic content for GB meeting in April 2023</li> </ul> <p>In coming months</p> <ul style="list-style-type: none"> <li>Develop content and review before finalization at June 2023 meeting</li> </ul>
<b>Finance</b>		
<b>Annual Financial Audits 2021 (Issue 4)</b> undertaken by external auditor, as per Dutch law <ul style="list-style-type: none"> <li>Reporting to GA</li> <li>Included in Annual Report</li> </ul>	GB Delegate / IFLA Finance Officer and former Interim Treasurer	Completed
<b>New auditor appointed (Issue 4)</b>	GB Delegate	In process

Activity	Responsibility	Timeframe and Key Actions
<p>Follows best practice to regularly appoint new auditors every 4-5 years</p> <p>As an incoming auditor, they will undertake a full review of finances, governance, human resources, and information technology policies and practices. A key task will be to confirm compliance with applicable laws, accounting standards, policies and procedures by reviewing these against observed practice.</p> <p>The audit process includes the interim audit in October and the annual audit process is scheduled April – June.</p> <p>The auditors will make observations regarding risk and recommend improvement measures. Their report with recommendations will be presented to the Finance and Risk Committee and the GB</p>		<p>Findings to be discussed in GB December 2022 meeting</p> <p>Actions taken</p> <ul style="list-style-type: none"> <li>• Interim audit held in November 2022</li> <li>• Meeting with Auditor held</li> <li>• Framework for interim audit agreed</li> <li>• Documentation for audit provided</li> </ul> <p>In coming months</p> <ul style="list-style-type: none"> <li>• On the basis of auditor recommendations, plan to address their findings</li> </ul>
<p><b>Undertake internal audits (Issue 4)</b></p> <p>Internal audits are a risk mitigation strategy that provide assurance that the organisation’s frameworks, policies, practices, processes are effective. The audit will review internal controls.</p> <p>The internal audit process is undertaken by an (independent) external auditor.</p> <p>Examples of internal audits: credit card, travel, timesheets, project management.</p>	Acting S-G	<p>Audits to commence September / October 2022.</p> <p>Report to Finance and Risk Committee December 2022.</p> <p>Finance and Risk Committee will recommend to GB priorities and timeframes.</p> <p>Internal Audit Plan and Recommendations approved by Governing Board December 2022.</p> <p>Quarterly updates on progress against Recommendations to be provided to Finance and Risk and Governing Board</p> <p>Actions taken</p> <ul style="list-style-type: none"> <li>• Meeting with Auditor held</li> </ul>

Activity	Responsibility	Timeframe and Key Actions
<p>The Auditors will provide recommendations – these will be categorised as <i>High, Medium, Low</i>. Management will respond and provide timeframes for addressing the recommendations.</p> <p>The Finance and Risk Committee ENDORSES the Recommendations and Actions. The Governing Board APPROVES the Recommendations and Actions</p>		<ul style="list-style-type: none"> <li>Documentation for audit provided</li> </ul> <p>In coming month</p> <ul style="list-style-type: none"> <li>On the basis of auditor recommendations, plan to address their findings</li> </ul>
<p><b>Financial governance (Issue 4 and 7)</b></p> <ul style="list-style-type: none"> <li>GB members to attend a “Finance for non-Finance professionals” workshop</li> <li>Quarterly reporting of financial reports, including actual v budget, to be published on the IFLA website</li> <li>Review structure of accounts – seeking to simplify the structure</li> </ul>	IFLA Treasurer	<ul style="list-style-type: none"> <li>Workshop for GB members in December 2022</li> <li>Quarterly reports on IFLA website from December 2022</li> <li>Structure of IFLA accounts by June 2023</li> </ul> <p>Action taken</p> <ul style="list-style-type: none"> <li>Auditor preparing interim audit asked to review and advise on structure of accounts and possibilities for simplification</li> <li>Workshop for GB members held in December 2022</li> <li>Format of quarterly report agreed by GB in April 2023</li> </ul> <p>In coming month</p> <ul style="list-style-type: none"> <li>Provide Q1 financial report on IFLA website</li> </ul>
<p><b>Review the Risk Policy and Register (Issue 4)</b></p> <p>Risk management is a key governance and management function that ensures the management of risk is embedded within business processes and integrated within governance and accountability arrangements, performance management, strategic and business planning, and reporting processes.</p> <p>Through effective risk management, IFLA will:</p>	Acting S-G Treasurer	<p>Phase 1 –Review the Risk Policy (June 2021 version) Phase 2 –Review the Risk Register (June 2021 version)</p> <p>Between Phase 1 and Phase 2, nominated IFLA HQ staff will participate in risk management training to ensure there is understanding of roles and responsibilities.</p> <p>The revised Risk Policy is endorsed by the Finance and Risk Committee by December 2022</p>

Activity	Responsibility	Timeframe and Key Actions
<ul style="list-style-type: none"> <li>• Minimise negative outcomes</li> <li>• Take advantage of opportunities to improve outcomes</li> <li>• Ensure informed decision making</li> <li>• Increase stakeholder confidence in IFLA’s performance</li> <li>• Enhance business opportunities</li> </ul> <p>Example of risk: <i>Financial security</i> – how does IFLA ensure financial sustainability beyond the SIGL grants?; <i>IT infrastructure</i> – does the infrastructure enable IFLA to deliver its services?</p>		<p>The revised Risk Register endorsed by the Finance and Risk Committee February 2023. The Risk Register is reviewed at each GB meeting</p> <p>Action taken</p> <ul style="list-style-type: none"> <li>• Risk Policy and Risk Register discussed at Finance and Risk Committee meeting October. 2022</li> <li>• Draft risk register presented at February 2023 GB meeting</li> <li>• Risk Policy reviewed by Finance and Risk Committee and presented at April 2023 meeting</li> </ul> <p>In coming month</p> <ul style="list-style-type: none"> <li>• Further development of measures in response to identified risks in the risk register</li> <li>• Options for risk management training to be developed</li> </ul>
<b>OTHER MATTERS</b>		
<p><b>General Assembly (Issue 8)</b></p> <ul style="list-style-type: none"> <li>- Prior to COVID-19, the GA was scheduled to coincide with the annual WLIC</li> <li>- In 2020, due to COVID-19 restrictions, the GA was held as a virtual event on the basis of an exception in a COVID related ruling by the Dutch Government. In 2021 based on the new Statutes that allowed online participation and online voting the GA was announced as hybrid event. There was the option for attendance, but this was limited to those members who could travel and it was feasible to do so for a one hour meeting.</li> </ul>	Acting S-G	<p>Develop a discussion paper, with options, on the scheduling of the General Assembly, for discussion at the December 2022 GB meeting</p> <p>Action taken</p> <ul style="list-style-type: none"> <li>• Discussion paper prepared for December 2022 GB meeting</li> <li>• Quotes for hybrid format of General Assembly prepared.</li> <li>• Timeline for General Assembly developed and provided to April GB</li> </ul> <p>In coming months</p> <ul style="list-style-type: none"> <li>• Implement timeline and preparations for General Assembly in August 2023</li> </ul>

Activity	Responsibility	Timeframe and Key Actions
<ul style="list-style-type: none"> <li>- In 2022, the GA was held as a virtual event on 25 August. This decision was based on the reduced time frame for the WLIC program of 3 congress days that did not offer additional time for the execution of the GA</li> <li>- There has been requests to again schedule the GA during the WLIC to better facilitate face-to-face attendance by the membership.</li> </ul>		
<p><b>World Library and Information Congress (WLIC)</b>  In recent years, the format of the WLIC has been adjusted due to COVID-19 restrictions:</p> <ul style="list-style-type: none"> <li>- 2021 – virtual conference</li> <li>- 2022 – 3 day program, onsite</li> <li>- 2023 – hybrid (virtual and onsite) delivery</li> </ul> <p>Members have also requested that consideration be given to a biennial even triannual conference – to reduce resourcing, address financial risks</p> <p>The Expression of Interest for the 2024 WLIC closes on 12 September 2022.</p>	Acting S-G	<p>Develop a discussion paper on WLIC options for discussion at the April 2023 GB meeting</p> <p>Action taken</p> <ul style="list-style-type: none"> <li>• The format of WLIC has been discussed as part of the Hybrid WLIC Working Group</li> <li>• Hybrid format for WLIC 2023 with trial of regional hubs approved by February 2023 GB</li> <li>• Site visit for WLIC 2024 undertaken</li> <li>• Report on bids for WLIC 2024 prepared for GB April 2023</li> </ul> <p>For incoming Governing Board</p> <ul style="list-style-type: none"> <li>• Develop detailed discussion paper for future WLICs based on outcomes of trial concept at WLIC 2023 and on trends within meetings industry</li> </ul>