

**Review of IFLA Core Activities**

**Preliminary Report**

By

CDNL Committee for the Review of IFLA Core Activities

March 2002

## **Acknowledgement**

The Preliminary Report is a consolidation of comments and inputs based on contributions from the following:

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## **Preliminary Report of the Review of IFLA Core Activities**

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## **Preliminary Report on the Review of IFLA Core Activities**

In the light of the current IFLA financial situation and the expressed intention by some current programme hosts to stop doing so, the CDNL formed a Committee to review the IFLA Core Activities, to find new hosts and to look for alternative funding sources for certain existing activities and/or new activities that IFLA might consider supporting.

### **CDNL Committee for the Review of IFLA Core Activities**

Members of the Sub-Committee are:

Brazil	Celia Zaher
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Denmark	Erland Kolding Nielsen
France	Alix Chevallier
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### **Objectives**

The objectives of the review are:

- To monitor core programmes
- To enhance core programmes
- To widen support for core programmes
- To develop new ideas for core programmes

### **Guiding Principles**

The Committee has as its guiding principles the following:

- Modernize core activity programmes
- Streamline existing and new programmes
- Unbundle and /or regroup existing programmes
- Focus on NL needs – identify new NL needs
- Establish timeframe or validity period for each programme
- Establish quantum, type of support by donor and supporting countries
- Create accountability framework
- Discussions via email

## **Background**

1. In the 1970s and 1980s IFLA set up a number of subject-oriented core programmes in response to professional issues of the time, and in close cooperation with UNESCO. These were expanded in 1990s to include copyright and other legal matters (CLM) as well as freedom of access to information and freedom of expression (FAIFE).
2. Up until the early 1990s IFLA managed these Core Programmes by a separate Programme Management Committee, chaired by a former director of the UNESCO General Information Programme and including representatives of national libraries which were the main contributors to the Programmes.
3. The professional staff of the Programmes and the office facilities were provided by the host library (a national library in all cases except ALP). The main professional in the programme office was generally on full-time secondment from and paid by the host library : support staff were paid from IFLA central funds (Core Programme fund).
4. Each Programme had an official or unofficial advisory board including a representative of the host institution and officers of IFLA sections most concerned with the Programme's work.
5. Host libraries regularly reviewed and generally confirmed their commitment to the Core Programmes. Hosting of the Core Programmes has been stable, except that UBCIM moved from the British Library (London) to the Deutsche Bibliothek (Frankfurt) in 1990, and in 1993 the main office of the PAC Programme moved from the Library of Congress to the Bibliothèque Nationale (Paris).
6. All the programmes have a central base in an institution in the Northern Hemisphere, however for the operation of projects outside Europe many Programmes have on occasions relied on administrative support from IFLA Regional Offices, frequently so in the case of ALP. PAC has a formal network of PAC offices including one in the Southern Hemisphere (the NLA in Canberra).
7. In the early 1990s IFLA changed its approach to the management of the Core Programmes, making them directly answerable to the Professional Board (for activities) and the Executive Board (for overall policy). IFLA EB reports on the work of the Core Programmes were communicated regularly to CDNL (and CENL, given that most Programme hosts were members of CENL). CDNL held its annual meeting during the annual IFLA conference and took the opportunity to meet the IFLA EB.

*[Further changes in the management of the programmes are underway since the Boston conference in 2001. See also Attachment IV: The Future Structure of IFLA's Core Activities]*

## General Observations

8. From the early 1990s it was becoming clear that :
  - some of the Core Programmes were becoming entrenched and less able to renew themselves ;
  - quality of staff was variable and reporting sometimes inadequate;
  - despite annual appeals, the inflow of funds to IFLA's core programme fund was drying up (particularly noticeable in the case of non-earmarked donations from national libraries which did not actually host a programme), although Programmes with their own external sources of dedicated project funding fared better;
  - National Library hosts were looking for other structural options (e.g. reducing funding while still housing the programme office, or continuing funding but making the programme's work better respond to CDNL's priorities, or in the long term divesting themselves of the programme entirely).
9. IFLA recognised these concerns and tried to steer the Core Programmes in new directions. It was thought by some that the Core Programmes had the potential to take on new areas of work and develop projects more consistently and effectively than the Sections with their volunteer members.
10. It was also noted that the Core Programmes were a useful mechanism for joint work with related professional NGOs (museums, archives, et al). In certain cases there was successful three-way collaboration between two IFLA Core Programmes and the International Council of Archives (ICA).
11. At the same time IFLA recognised that some members (particularly those in the developing countries and the 're-emerging' countries of Eastern Europe) still saw value in the traditional work and products of the Programmes.
12. By the end of the 1990s, although the latest two activities (CLM and FAIFE) had a lot of support, the financial situation of the older Core Programmes had declined to crisis point. The Core Activities Reserve Fund had been exhausted and it was decided not to draw upon central IFLA resources, which are in any case very limited. The result is that the only money available from IFLA to support all the Core Activities is the money received in donations to the Core Activities Fund (which currently amounts to about USD 107,000), hence the current proposals.
13. The agreement between IFLA and the British Library on its IFLA Office, including UAP, was due to be reviewed in summer 2002. However, because the Director of UAP, Graham Cornish, had left the British Library at the end of December 2001,

discussions have begun with IFLA headquarters on the future roles and activities of UAP and of the BL IFLA Office.

14. Interim arrangements are being put in place for current activities of the Office, pending further dialogue as follows:

- The BL IFLA Office will remain in existence, pending CDNL outcomes and further exploration of options with IFLA. The BL has indicated to IFLA Headquarters that it wishes to cease administration of the IFLA voucher scheme and has asked IFLA to look into the value of scheme to users and at the possibilities for moving the scheme elsewhere. In the meantime the BL will continue to administer the scheme. In addition the Office will continue to provide support for the Committee on Copyright and Legal Matters, to administer sales of UAP publications and to house the UAP archive.
- Of the existing staff of the BL IFLA office, one is on paid sabbatical leave and will return to work at the end of July, another on maternity leave and will return later this year, and another has retired (but is still there providing cover for the one on maternity leave). BL is still paying for two of the three posts. As part of a wider BL reorganisation the Office has been moved to within the BL's Co-operation and Partnerships department.
- The BL expects the future of UAP to be linked to more general considerations re future of IFLA core activities, including the outcome of the current CDNL review. Given staffing and other resource constraints, and uncertainty on the sustainability of IFLA funding support for the core activities, there is a pressing need for IFLA itself to reach a view of its future priorities and the role of / need for core activities in relation to those priorities. IFLA might wish to take a broader look at the role of the core activities for deciding the future of UAP. In this context it could consider commissioning further work, either from consultants or from its Professional Committee to recommend future strategy re the core activities.

[N.B. IFLA subsequently asked Mary Jackson to review the future of UAP. Her report recommended it be closed. However no formal notification has been received from IFLA on this ]

- If it is agreed that UAP and other core activities should continue into the medium term and beyond there would need to be agreement of UAP's future role and purpose, its programme of work and expected outcomes, and a new formal agreement with the BL on hosting UAP, including funding arrangements. An advisory group should be set up to steer the work of UAP.

[N.B. This is exactly what IFLA would do, if it were to continue. All the other active Core Activities now have Advisory Boards and IFLA is working to have formal agreements with each host.]

15. In respect of the continuation for hosting of a joint UBC/UDT Core Activity, Die Deutsche Bibliothek is presently engaged in elaborating a questionnaire to the CDNL members to ascertain the requirements and expected benefits of such a core activity. The results of which shall be the basis for its bid to IFLA.

[Note : All the Programmes - except UAP - have produced current reports (2000) and action plans (2001-2003) which are presently under consideration by IFLA management.]

## **General Suggestions**

### Governance - Advisory Committee:

16. At the December 2001 IFLA Professional Committee (PC) and Executive Committee (EC) meetings in The Hague, the PC and EC agreed that given the anxiety and uncertainty being induced by lack of clear short-term direction for existing core programmes, the Executive Committee should proceed to name advisory committees for the following programmes : CLM, PAC, UBCIM, AND ALP (the advisory committee for FAIFE was named at the Boston meeting). In early February 2002, IFLA Executive Committee appointed members of the Advisory Board for the individual Core Activities. [Note: Elisabeth Niggemann has accepted the appointment for the Advisory Board of the IFLA UBCIM Core Activity.] Each Committee would be chaired by a member of the IFLA Governing Board; members would comprise a senior manager from the host library; and 4 - 5 additional knowledgeable people, with no more than one from each country. The primary task of the Advisory Committee would be to prepare a strategic plan for the 3-year period 2002-04. The intention is not to foreclose any recommendations or change in direction that CDNL and IFLA might want to introduce, but to introduce short-term guidance to the programme officers.
17. The aim should be to reinstate the authority of the wider library community over the Programmes, to rationalise or renew them and improve performance. CDNL should endorse IFLA's decision to create international Advisory Committees for the Programmes. (These probably should operate mainly as 'virtual' committees.)
18. A strong host institution should be confirmed or a new host sought for each office of each Programme, as appropriate. A Memorandum of Understanding should be agreed between each host institution and IFLA, covering: duration of the commitment to hosting the Programme, financial matters, staffing, planning and reporting. [N.B. This is agreed and is in the course of implementation]
19. CDNL should recommend to IFLA that strong links be maintained between the Programmes and the relevant IFLA Divisions (including Sections and other groups), to ensure that Programmes do not get out of step with the interests of the membership at large and that Sections can benefit from support from Programme offices. There is

a need for information and co-operation, and the Divisions and Sections concerned could provide resources to support the Core Programmes (for example they could be asked to focus on some topics and to organise surveys). IFLA must look at re-organising the management of its already existing entities and indicate strongly and clearly its strategic directions. [N.B. It is IFLA's firm intention to continue strong links between Core Activities and IFLA Divisions and Sections]

20. In the future a more systematic reporting on the activities and regular evaluation by IFLA is needed.
21. Create a cluster of activities around the themes of the "Information Society" or "Access to Information". This could subsume FAIFE, CLM and some aspects of UAP, and cover issues such as the 'digital divide' and 'e-government'. The cluster, that included CLM, could provide input to IFLA policy on such matters as licensing or copyright, and follow WIPO and WTO developments.
22. Create a cluster of activities around the theme of "technical services": this could include UNIMARC support (Portugal), maintenance of bibliographic standards and metadata work (at a new location), some of the acquisitions / interlending support of UAP/Office for International Lending and work on the communications/web services done by UDT.

### Outcomes

23. There should be a focus on outcomes, rather than on the outputs that have more usually been described in Programmes' annual reports. Outcomes should relate to the professional priorities already defined by IFLA, but it would be for IFLA to define the outcomes more precisely. Regular 3-yearly audits of the Programmes' work should routinely consider the continuing need for each Programme and the extent to which its activities have contributed to attaining objectives described in the statement of 'IFLA's Professional Priorities'. The Professional Committee seems the most appropriate body to carry out the 3-yearly audit. There should be closer cooperation among the Programmes in project planning.

### Structure

**[Note : these suggestions assume that steps would be taken to improve the quality of planning, evaluation and reporting across all programmes.]**

24. The content of the current Programmes should be analysed with a view to unbundling them if appropriate. Unproductive activities in each Programme should be terminated, alternative arrangements could be made for non-core activities of value to a particular sector of the IFLA membership, activities of continuing relevance to the wider membership should be strengthened by being combined if possible across the boundaries of the present Programmes, and consideration given to incorporating new work areas (following an agreed approval process).

25. Any criteria developed for approval of new Programmes should include the principle that Programmes operate predominantly within the library and information sector. [N.B. Core Activities do, and any future ones will, work "predominantly within the library and information sector".]
26. Consideration should be given to adopting a 'network' structure for those Programmes where this would be appropriate, following the model of PAC. Consideration could also be given to developing the IFLA Regional Offices to increase their ability effectively to support Programme activities in their regions.
27. Considerations could be given for ideas for sub-sets of existing programmes that various national (or other) libraries might take responsibility for. While PAC is now organised along regional centres, it might be good to also allocate responsibility for specific programmes under PAC's aegis. There may be scope for further work on digital materials – and if it was thought that the PAC office in one particular country had good access to expertise in that field, then that office could perhaps take charge of that particular activity. For example, The National Library of Australia might lead a digital preservation programme, and the Library of Congress a mass deacidification programme.
28. Each member of CDNL should think about programmes it already has underway that might be strengthened and / or have broader impact if they were also considered IFLA core activities. For example the Library of Congress's on-going programmes such as its Collaborative Digital Reference Service (CDRS), MARC 21 development, Center for the Book and Z39.50 maintenance agency activities could be brought under the IFLA umbrella at no cost to IFLA.
29. Consider whether all the Programmes or proposed clusters should be authorised to handle the full range of activities (conceptualisation, policy, project management, training and publication, fund-raising), or whether some of these aspects should be done by a different 'programme' – e.g. an IFLA training agency operating short courses on behalf of all programmes, or a central publication unit able to produce documents (reports, training materials, etc.) quickly, to a reasonable standard, at a reasonable price, and in relevant languages.
30. Other more important measures could include : drafting of a contract, agreement or memorandum of understanding between IFLA and each institution hosting an activity (cf. the current PAC/BnF arrangement); developing a standard professional profile for programme staff, and instituting performance assessments (or making those carried out by host institutions available in confidence to IFLA management).

#### New Activities :

31. IFLA should be very careful in setting up new activities. However, the importance of the problem of preservation of digital information would justify a new programme

under the PAC Core Activity. Apart from that, the development of existing activities such as CLM, FAIFE and UBC should have the highest priority.

*[Suggestions for new activities and comments on them are in Attachment II]*

#### Proposed Strategies for New Sources of Funding :

32. It is important to make a specific appeal and to organise timely and sufficient feedback on results as part of a professional communication policy. The appeal for funding has so far attracted only NLG17, 534 more than IFLA's receipt for 2000. A high-powered fund raising committee of people with a good track record in this area. The newly-appointed Advisory Boards, meanwhile, have this as part of their remit.
33. Other revenue generating activities could be adopted under the core activities which could raise additional funds to support these activities. *[Suggestions for proposed strategies for new sources of funding and comments on them are in Attachment III]*
34. It would be better to consider the professional content of the activities, and the structural consequences and costs of any suggested changes, before considering how to fund these.

#### Specific comments on individual Programmes/Activities – background, success factors, concerns, recommendations

##### **ALP**

This is the IFLA activity that has the broadest impact on the developing countries represented in IFLA. Since its reform in 1990, its work has been essentially to channel IFLA's support for library development from North to South, with very generous funding from SIDA and the other Nordic development aid agencies, and strong support from UNESCO (and frequently from other agencies such as the World Bank development programme, IDRC, et al). It would be fair to say that, although some of its projects have been less successful (sometimes due to 'local' factors and long lines of communication), many others have been successful; and in fact the mere existence of the Programme helps to ensure that developing countries are willing to join IFLA and make it a fully international professional body (thereby also allowing it to attract support from other international cultural development organisations). The original intention was to transfer the Programme's office to a developing country, after the Programme got into its stride, but it was later decided to retain the office in Uppsala for greater effectiveness. The Programme survived an intensive review and evaluation by SIDA<sup>1</sup> in the mid-1990s. Overall, it is doing good work but is dependent on the continued success of a revitalised Division VIII. Without such an organic link to IFLA, it might as well be an independent (or intergovernmental) library development agency.

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<sup>1</sup> The SIDA report was circulated at the time, and copies may still be available.

*Success factors:*

- large funding with national and intergovernmental support
- strong commitment from the university housing its central office
- a coherent strategy and work plan
- the ability to rely on logistic and intellectual support from all 3 IFLA regional offices (in Senegal, Thailand and Brazil)
- credibility with its 'clients', through the direct involvement of 3 regional advisory committees (= the IFLA section committees for Africa, Latin America, and Asia/Oceania)
- experience in working in partnership with development aid agencies
- Programme staff have language expertise in Spanish and French

*Concerns :*

- The Danish Ministry of Foreign Affairs has decided to cease the DANIDA funding both of bursaries and office costs. This demonstrates once again how vulnerable IFLA is, dependent for so much of its work on host institutions and the vagaries of external funding.
- A more serious concern potentially is the weakness of the networks on which it must rely: its action can only be as strong as the support (infrastructure, personnel) in the developing countries where projects are located.

*Current documents available :* Annual Report 2000 and Action Plan 2002-2003.

*Recommendation :*

There is no reason to doubt its usefulness. It is important however, to receive feedback from the countries that are supposed to benefit from the programme and to have regular evaluations of the programme (taking into account developments in Division VIII and the views of the next IFLA President).

It is proposed that the ALP programme be continued more or less as at present, but consider ways to give it a stronger presence in the IFLA Regional Offices and seek closer working relationship with regional offices of relevant intergovernmental aid agencies.

Its scope should include the promotion of legal deposit and preservation of the national heritage

**[Note : IFLA has accepted Uppsala University Library's offer to continue to host ALP]**

## **CLM**

Copyright is a very important issue, which should be broadly discussed and worked on within IFLA. It is a relatively new activity, which needs time to prove itself.

IFLA's recent reaction to intellectual property issues was an example of what can be done. IFLA previously relied on an informal network of advisors on copyright questions (and particularly on advice from the UK and US library associations) to help in discussions with publishers. However changes in the professional environment (the digitisation/preservation/access nexus) and the political environment (the development of restrictive proposals by the European Commission, and by WIPO for the 1996 conference on the revision of the Berne Convention, etc.) made IFLA realise that the information sector needed greater protection. The Committee on Legal Matters (CLM) was set up to provide more consistent input.

### *Success factors :*

- deals with issues of concern to all IFLA members,
- sharp focus,
- lack of the bureaucracy and institutional drag that hampers some of the other programmes.

### *Concerns :*

- Very little resources are allocated to CLM, despite its importance. For a few years IFLA were represented regularly at WIPO meetings. Since 1996 (because of pressure of work), IFLA have had only intermittent representation. IFLA is currently discussing with EBLIDA the possibility of sharing costs and representation.
- If UAP closes down there would be no support for CLM

*Current documents available :* Strategic Plan 2002-2003.

### *Recommendation :*

It is recommended that IFLA continue with CLM. IFLA could also create a cluster of activities around the themes of the 'Information Society' or 'Access to Information' to reshape the whole CLM/UAP area and consider how to deal with 'Information Society' issues. Include CLM in this cluster, and empower it to deal with IFLA relations with publishers, provide input to IFLA policy on such matters as licensing or copyright, and follow WIPO and WTO developments as well as developments of the US Digital Millennium Copyright Act and its implications for libraries. It is important for IFLA to have appropriate representation at relevant WIPO and WTO meetings

The scope of its coverage should include support for the legal deposit mission and free access to deposited materials. For this purpose, CLM should work closely with the IFLA sections concerned by copyright issues, CDNL and the joint steering group IFLA/IPA

## **FAIFE**

It is currently hosted by the Royal Danish School of Librarianship and Information Science. Most of the funding comes from the Scandinavian Development Agencies.

During the 1980s there was mounting pressure from certain sectors of the IFLA membership for IFLA to adopt a higher international profile on issues related to freedom of expression. The IFLA Executive Board for a long time resisted pressure to make strongly political public statements, preferring to work discretely through national library associations of countries where there were 'issues' or through library institutions in cases where the national association was considered tainted (e.g. in South Africa under apartheid). The EB preferred to take an even-handed inclusive approach and focus on 'information' issues, without causing further difficulties for its members in certain circumstances (cf. its reaction to calls for it to condemn the imprisonment of librarians in Russia in the late 1980s). However pressure (particularly from certain US and Scandinavian members) was building up for IFLA to focus more consistently and openly on freedom of information and expression – this led to hot debate particularly in connection with the conferences in Istanbul (1995) and Beijing (1996), to the point where IFLA had to defuse the irritation of its 'non-Western' members and set up a programme that was defined in strictly neutral terms and overseen by a fully internationally representative committee. Incidentally, the programme was set up at the same time as the 50<sup>th</sup> anniversary of UNESCO, and was supported by presentations at IFLA conferences from speakers from human rights organisations in Europe.

### *Success factors :*

- strong support from a large part of the IFLA membership,
- catching the 'mood of the times'.

### *Concerns :*

- Regardless of all disclaimers, this activity is perceived as political in some parts of the world. To that extent it conflicts with IFLA's otherwise independent stance.
- the appropriateness of IFLA's involvement in an activity which is a core responsibility of the UN, UNESCO and human rights organisations, particularly in view of IFLA's resource constraints.
- the grant from DANIDA has been withdrawn as a result of changed government priorities. This amounts to about one-third of its current budget.

*Current documents available :* Strategic Plan 2001-2003.

### *Recommendation :*

FAIFE is a new activity, which had a good start. It should be continued. [The Advisory Committee for FAIFE was named at the Boston meeting]

However, to the extent that it could conflict with IFLA's independent stance, Committee should propose that IFLA reconsider whether FAIFE as presently defined is the appropriate vehicle for this activity, or whether it should be oriented more toward advising IFLA on 'information society'-related issues, and referring other issues to established NGOs or UN or other national or intergovernmental bodies as appropriate.

### **PAC**

PAC deals with all aspects of preservation and conservation of all kinds of library materials, including audio-visual and digital formats. Its work includes raising awareness, publishing, promotion of standards, research and training.

As the complementary and permanent partner of the Section for preservation and conservation, it should focus on issues of preservation and initiate worldwide cooperation for the preservation of library materials whatever their formats, especially in developing countries.

A highly regarded programme with strong support from some major national libraries (France, Australia, Russia, Venezuela, et al), UNESCO, and with links to many other national and university libraries holding 'heritage' materials. It runs a distributed (networked) operation – the offices in Canberra and Paris were instrumental in providing professional advice to UNESCO in the start-up phase of its 'Memory of the World' Programme. PAC supports practical preservation projects, runs training courses, and publishes a journal. PAC is a major partner of ICA (particularly in Africa with the JICPA (Joint ICA/IFLA Committee for Preservation in Africa). It is also very much involved in the development of ICBS (International Committee of the Blue Shield) and is the IFLA representative in the UNESCO Memory of the World Programme.

#### *Success factors :*

- not as Eurocentric as some of the Core Programmes;
- its network of offices allows it to draw on expertise in many fields with different cultural perspectives.

#### *Concerns :*

It could benefit from stronger structural links with various institutions involved in 'leading edge' developments in the US.

*Current documents available :* Action Plan 2001-2003.

#### *Recommendation :*

Continue to expand PAC to bring in a wider range of activities. Bring in more partners and broaden scope.

It is an important programme that started 15 years ago. The general impression is positive, but it is time for an official evaluation. It is clear that IFLA has regularly monitored its core activities through annual reports, project reports, etc. (although these reports have often tended to be descriptive rather than evaluative). The focus of the programme is on the preservation of paper documents. Apart from that, the preservation of digital information is a serious problem. This is a new area, which would justify a new programme under the PAC core activity.

Consider also allocating responsibility for specific programmes under PAC's aegis. There may be scope for further work on digital materials – and if the PAC office in one particular country had good access to expertise in that field, then that office could perhaps take charge of that particular activity. For example, The National Library of Australia might lead a digital preservation programme, and the Library of Congress a mass deacidification programme. At a sub-regional level, CONSAL (Congress of South East Asian Librarians) have embarked on a programme for Preservation and Conservation Training and could extend this programme to others in the Asia and Oceania region.

### **UBCIM**

Many would regard this as one of the most successful IFLA programmes, in terms of professional impact on (traditional) library work, international uptake, publications... but it needs to be modernised. UBC and the international MARC programme started in 1974, with the endorsement of UNESCO, in quite a different world political environment from the present, and at a time when international library resource sharing, in the wake of cataloguing developments in the 1960s, was starting to take full advantage of computing technology (the magnetic tape era), and when technical library standards developed by the English-speaking countries (AACR and MARC) were attracting a wider international following. IFLA's cataloguing recommendations and the UNIMARC formats have been widely adopted and translated into many languages. The Programme's journal enjoys a good reputation.

Several countries have decided to use MARC 21 or are seriously considering the use of MARC 21 in the near future.

UNIMARC activities will shortly be transferred to National Library of Portugal. The Deutsche Bibliothek is re-evaluating its support for the UBC office in Frankfurt.

OCLC has given a one-off donation earmarked for UNIMARC, which is being invested. It will be available to provide some support for UNIMARC from 2003 onwards. Contributions may come from other grants and external agencies

*Success factors :*

- Its programme of publication of widely used and respected bibliographic standards and a journal;
- Support from national libraries with a strong interest in technical processing standards.
- IFLA is committed to the continuing support of the development and maintenance of the UNIMARC format.

*Concerns :*

- Urgently needs to bring itself into the digital era;
- A new approach will be needed 'post-UNIMARC'.

*Current documents available :* No 2000 report or strategic plan for the bibliographic control activities in general, but a Strategic Plan UNIMARC 2002-2003 is available.

*Recommendation :*

Continue the core bibliographic/metadata activities and publishing programme, but in a different structure, including XML and Dublin Core.

Proposed that UBCIM be unbundled between Germany and Portugal. But in its new role, Die Deutsche Bibliothek will not only have to contribute to the evolution of MARC 21 but also to take into consideration the new formats and the new languages in relation to the Internet development. Also, the plans for integration of non-IFLANET UDT activities into UBC activities should be explicitly endorsed.

Endorse Die Deutsche Bibliothek's offer to host the UBCIM programme on the same level until 2003 and the UBC part of the from 2003.

Support the proposal to transfer the responsibility for UNIMARC from Die Deutsche Bibliothek to the National Library of Portugal with effect from 2003.

Endorse a proposal to set up a consortium of UNIMARC users.

[NB: The transfer of UNIMARC to the National Library of Portugal (assuming the policies of the new government there do not hinder this, and so far IFLA has been unable to confirm this) is in hand. The proposal to set up a consortium of UNIMARC users seems likely to go ahead. IFLA has only just received the DDB proposal, so the Governing Board has not had a chance to consider it.]

## **UAP**

This concept and programme was the brainchild of Maurice Line, at the British Library, and officially set up in 1982, again with the endorsement of UNESCO, in the era when the British Library Lending Division (as it then was) and a number of other US and European institutions were leading developments in document delivery. The Programme (and its subsidiary Office for International Lending) is still located at the British Library

(Boston Spa). It has run numerous successful regional training activities for librarians involved in interlending and document delivery. It generally resisted efforts by IFLA throughout the 1990s to persuade it to restructure itself or merge its resource-sharing activities with other programmes (e.g. UBCIM).

[N.B. IFLA has asked Mary Jackson to review the future of UAP. Her report recommended it be closed. However no formal notification has been received from IFLA on this ]

*Success factors :*

- Involved in numerous pragmatic activities to facilitate interlibrary lending and document delivery;
- Its training courses are still finding a market in less developed countries.

*Concerns :*

Old-fashioned, and due for review and closure or amalgamation with other IFLA activities. The position of director is currently vacant.

*Current documents available :* none.

*Recommendation :*

Consider whether the focus should be on 'publications' or on 'information' – could be split up and activities merged with other programme : e.g. aspects related to access to publications could be linked with equivalent aspects of the other programmes, and the 'access to information' aspect could be part of a new 'Information Society' programme perhaps together with FAIFE.

A thorough study of the development of UAP in a digital environment is proposed. An evaluation of the international interlending voucher system is necessary because the British Library has notified IFLA Headquarters that it does not wish to continue to host and administer the scheme. If IFLA wishes the scheme to continue it would need to find an alternative host.

Such a programme must increasingly evolve towards a resource sharing programme and its main role will have to become more informative regarding the location of materials.

CDNL to advise IFLA on how to set about finding a new host for UAP.

**UDT**

The Programme's original focus was on practical applications of IT for libraries, and facilitating training courses of other IFLA groups. From 1994 its focus switched to supporting IFLANET and practical R&D for other Internet-related IFLA activities. It developed IFLANET mirror sites at INIST (Institut National de l'Information

Scientifique et Technique, in Nancy, France) and at the National Library Board of Singapore. The task of hosting IFLANET has been transferred from the National Library of Canada to INIST in France. The UDT core activity has closed down (and indeed has been largely dormant for some years). The cost of hosting IFLANET at INIST is borne by INIST, except some of the initial set-up costs. The National Library Board at Singapore which host a mirror site bears the cost for the site in Singapore. However, the costs of employing a Web Manager at IFLA HQ are now part of IFLA's central budget.

*Success factors :*

- Excellent staff and institutional support were available to help bring IFLA into the Internet era and then develop the full range of IFLANET services : the activity is still highly relevant.

*Concerns :* Cost; 'Programme' structure may perhaps need to be looked at again.

*Current documents available :* Annual Report 2000/2001.

*Recommendation :*

IFLANET maintenance should be continued as a normal business activity of IFLA.

Proposed integration of non-IFLANET UDT activities into UBC activities and offer by Die Deutsche Bibliothek to host the integrated activities should be explicitly endorsed.

Issues of interconnectivity standards, unique resource names, persistent identifiers should be dealt with in this broader programme, which should be strongly supported.

**Attachment 1**

**Needs of the National Libraries**

<b>Country</b>	<b>Identified Needs</b>
France	Statistics and evaluation of library activity
Singapore*	<ol style="list-style-type: none"><li>1. Legal Deposits &amp; Heritage Collection</li><li>2. Community of Experts to be tapped for collaborative research, services &amp; consultancies</li><li>3. Resource Pools for resource sharing</li><li>4. Networks linking databases of reference enquiries (current and archival)</li><li>5. Global CDRS – cooperative reference and information services (24/7)</li></ol>

\* Most of these points can be handled by existing IFLA sections [France].

**Attachment II**

**Proposed New Core Activities**

New Core Activities	Description of Core Activities	Recommended by:	Feedback and Comments
ACQ	Acquisitions: Standards for Electronic Procurement (consortium buying concept) that would facilitate bulk purchases, improve efficiencies and reduce cost for libraries	NLB, Singapore	Headed by both the Section on acquisition and collection development and the Information Technology Section [France]
KM	Knowledge Management in Library and Information Services <ul style="list-style-type: none"> <li>• Technology – Infrastructure and Applications</li> <li>• Trends and Best Practices</li> </ul>	NLB, Singapore	First of all, it would be useful to draw up some definitions of the different skills in libraries [France]
UNA	Surveys for Library and Information Services on: <ul style="list-style-type: none"> <li>• User Needs Assessment</li> <li>• Surveys for Customer Relations Management</li>   <li>• Benchmarking ( similar to INTAMEL)</li> </ul>	NLB, Singapore  NLB, Singapore	Proposed as a once off survey of CDNL members [Germany] First of all, it would be useful to draw up some definitions of the different skills in libraries [France]
BDID	Bridging the Digital and Information Divide e.g. Planting libraries in developing countries, setting up Information Literacy Programmes (similar to OLP concept)	NLB, Singapore	ALP missions [France]
PDP	Privacy and Data Protection	NLB, Singapore	Issue to be examined by the Information Technology Section [France]
PDI	Preservation of digital information	Netherlands	<ul style="list-style-type: none"> <li>• The importance of the problem of preservation of digital information would justify a new programme.</li> </ul>
Comments & Feedback in general			<ul style="list-style-type: none"> <li>• IFLA should be very careful in setting up new activities. However, the importance of the problem of preservation of digital information would justify a new programme. Apart from that, the development of existing activities such as CLM, FAIFE and UBC should have the highest priority. (Netherlands)</li> </ul>

**Review of Financing / Funding Model**

<b>Existing Model</b>	<ol style="list-style-type: none"> <li>1. Host institutions provide resources, supplemented by Core Programmes fund from IFLA</li> <li>2. 20 National Libraries Contributed to the Core Programmes Fund</li> <li>3. Income from Sales of Products</li> <li>4. Support from external funding agencies e.g. UNESCO</li> <li>5. Reserves built up from interests received from excess contributions</li> <li>6. Sharing of expenses with other organizations or institutions</li> </ol>
<b>Appraisal of existing funding situation</b>	<ol style="list-style-type: none"> <li>1. Contributions from national libraries have steadily decreased</li> <li>2. Gap between amount required by each core programme and the resource available from own resources and that of host institutions has steadily increased</li> <li>3. Reserves have been exhausted.</li> </ol>

Proposed Strategies for New Sources of Funding	Comments & Feedback
<p><b>1. Marketing &amp; Promotion to:</b></p> <ul style="list-style-type: none"> <li>• Enlist new hosts for core activities</li> <li>• Source for new donors (Foundations, NGOs &amp; UN agencies, etc)</li> <li>• Enlist more of the 170 national libraries to participation</li> </ul> <ul style="list-style-type: none"> <li>• Appeal for increased level of funding from existing hosts/donors</li> </ul> <p><b>2. Membership Subscription</b></p> <ul style="list-style-type: none"> <li>• CDNL should encourage all its 170 members to join IFLA and contribute to the Core Activities fund. (IFLA could provide incentives such as exclusive or preferential status for members for all IFLA events, services and products)</li> <li>• Introduce an IFLA Individual membership scheme, whereby interested members of the Library and Information Professionals pay a minimum subscription fee (IFLA could provide incentives such as exclusive or preferential status for members for all IFLA events, services and products)</li> </ul> <p><b>3. Commercialise some Core Activities</b></p> <ul style="list-style-type: none"> <li>• IFLA Conferences, Seminars and Workshops, Industry specific events – IFLA collaborate with Multi-national Corporations [MNCs] in host countries (Targeted thematic conferences / Seminars / Workshops &amp; Exhibitions). Funds raised from such events could go towards supporting some of the Core Activities.</li> </ul>	<ul style="list-style-type: none"> <li>• + decentralize core activities between several regional centers (or share core activities with....) [France]</li> <li>• It is important to make a specific appeal and to organise timely and sufficient feed back on results as part of a professional communication policy [Netherlands]</li> <li>• It is realistic for some of them but not for all of them [France]</li> </ul> <ul style="list-style-type: none"> <li>• IFLA until now has been a non-profit organization. [France]</li> <li>• It is dangerous and not always feasible for public establishments. It will allow speakers to expect fees. [France]</li> <li>• It could happen but it would suppose a strong involvement of the core activity team concerned. [France]</li> </ul>

<ul style="list-style-type: none"> <li>• Project/Research collaboration with industry &amp; sponsored and funded by industry with specific interest in the project/Research</li> </ul> <p><b>4. Merchandising IFLA's Products and Services</b></p> <ul style="list-style-type: none"> <li>• IFLA Publications and Documents (e.g. Research Reports, Journals, articles from Journals downloaded from IFLANET)</li> <li>• Produce IFLA souvenirs for sale (e.g. mugs, jackets, T-shirts, etc.)</li> </ul> <p><b>5. Transform IFLANET into a Portal</b></p> <ul style="list-style-type: none"> <li>• Create an IFLA Marketplace on IFLANET (include e-Commerce facilities)</li> <li>• Host virtual IFLA conferences &amp; exhibitions on IFLANET (e.g. Virtual IFLA 2002, etc)</li> </ul>	<ul style="list-style-type: none"> <li>• IFLA has always relied on goodwill and voluntary contributions (time, effort, money, logistics) from members. It might be possible to test the boundaries of what is allowable for a non-profit organisation : this may vary slightly from country to country to country, but IFLA is governed by Dutch Law. There is a danger in a purely commercial approach. Success would mean revenue, but it would also mean tax liability. Failure would mean a burden of debt (or worse) for IFLA and compromise its ability to raise funds from donor agencies. How, it might be possible to investigate an intermediate solution – i.e. marketing spin-off products. [New Zealand]</li> <li>• I am very much against this idea, particularly with regard to developing countries [France]</li> <li>• Perhaps one could also re-examine the whole question of publishing IFLA Journal and the monograph series (presently KG Saur). They are quite expensive and IFLA doesn't receive an equitable portion of the profits. [New Zealand]</li> <li>• Is this an IFLA mission? [France]</li> <li>• See comment regarding merchandising. [France]</li> </ul>
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<ul style="list-style-type: none"> <li>• Host virtual conferences &amp; exhibitions on IFLANET by companies in the information and related industries on a fee-based basis.</li> <li>• Create advertising space on IFLA Portal</li> <li>• Create e-Learning Training Halls on the IFLA Portal. Provide space for training providers to host their packages (e.g. Library &amp; Information Science Schools' courses.)</li> </ul> <p><b>6. Advertising</b></p> <ul style="list-style-type: none"> <li>• Solicit advertising from the information and related industries (e.g. Libraries, Content Providers, Publishers, Library &amp; Information Technology Providers, Web/graphic designers and other professional consultants or agencies, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• As long as access is free for IFLA members [France]</li> <li>• As long as it is restricted to companies in the information and related industries [France]</li> <li>• Provided there is a qualitative selection in library and information science field only. [France]</li> </ul>
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## **The Future Structure of IFLA's Core Activities**

### **Introduction**

The review of the IFLA core activities is part of the overall restructuring of the Federation. The objectives of the restructuring are:

- To realise the aim of IFLA to become a truly global federation in which its Members can take part, regardless of geographical location
- To establish IFLA as the advocate for the widespread provision of high quality library and information services of all types
- To ensure that effective use is made of the inevitably limited resources available
- To take advantage of modern methods of communication.

The revision of the Statutes and Rules of Procedure is the means by which these objectives are to be realised, along with the review of core activities.

### **The process so far**

In December 1998, the Working Group on the Revision of the Statutes, chaired by Warren Horton, produced an interim report. The report contained a number of *Issues of Concern* relating to the established Core Programmes:

- Regular reviews of the Core Programmes were necessary, together with prioritising and assessment on a regular basis
- More active support from the National Libraries was desirable
- More flexible options and arrangements were needed
- The research activities could be built upon
- Ad hoc and task force arrangements may be better for some key priorities of IFLA
- Further evaluations of the Core programmes were needed in relation to the needs of IFLA
- A redefinition of IFLA's key professional priorities could lead to a new concept of core activities, which would match closely the Medium Term Programme.

In December 1998, the Executive Board decided to form a working group to review the core activities. The group was asked to evaluate the core activities, assess their efforts, match the results against the needs of IFLA and to make recommendations to the Executive Board. The working group consisted of: Derek Law (chair), Lis Byberg, Kay Raseroka, Winston Tabb, and Sjoerd Koopman.

The group considered a number of options. They were recorded in an earlier report 'Evaluation of IFLA's Core Programmes' of July 1999.

In March 1999, a meeting was held in The Hague between the Directors of the Core Programmes and the members of the Professional Board, including the working group. The meeting was held in the context of the overall restructuring of IFLA. The Directors were asked to give their opinions on the positive and negative aspects of the current position of the Core programmes within IFLA.

The following points emerged:

- Relations with IFLA HQ were good; communication was effective and contacts frequent
- Relations with Sections were sometimes problematic, caused by misunderstandings between elected members and the permanent Core Programme staff
- Well-understood mechanisms for reporting and determining priorities were needed
- The Core Programmes could be viewed as the research arms of IFLA, calling for a stronger link between the Core Programmes and IFLA HQ
- Relations with the host libraries were crucial, providing substantial financial and "in-kind" support
- Specific circumstances applied to each Core programme.

Meetings with the Directors of the Core Programmes, Directors of the host libraries and with the Committee of Directors of National Libraries (CDNL) were held during the IFLA General Conference in Bangkok in August 1999.

Subsequently the CDNL set up a "Group of Seven" to liaise with IFLA HQ on the review. Wim van Drimmelen, Director of the Royal Library in The Hague, chairs the Group of Seven.

Sjoerd Koopman and Ross Shimmon have held three meetings with Mr. van Drimmelen and Gerard van Trier, also of the Royal Library, to discuss ideas and progress on the review.

Ross Shimmon has visited the British Library (UAP and CLM), the Bibliothèque Nationale de France (PAC), the Deutsche Bibliothek (UBCIM), Uppsala University (ALP) and the Department of Culture, City of Copenhagen (FAIFE). In each case he met the core activity Director and staff and in most cases he also met the Director of the host institution. He plans to visit the National Library of Canada (UDT) in 2000.

An earlier version of this report, dated April 2000, was sent to Mr. Van Drimmelen for distribution to the CDNL Group of Seven. The responses received have been considered and many of the suggestions have been incorporated into this report.

This report is intended to serve as a discussion document for the Executive and Professional Boards of IFLA, the core activities directors, the host institutions and the CDNL Group of Seven.

### **The Current Position**

There are seven core activities:

*ALP	Advancement of Librarianship
CLM	Copyright and other Legal Matters
FAIFE	Freedom of Access to Information and Freedom of Expression
*PAC	Preservation and Conservation
*UAP	Universal Availability of Publications
*UBCIM	Universal Bibliographic Control and International MARC
*UDT	Universal Dataflow and Telecommunications

A description of each of them appears in **Annex I**

Five of the seven are long established and have been designated Core Programmes for many years. They are indicated by an asterisk in the above list.

The other two are more recent. The seven are, for the purposes of this report, referred to as the IFLA core activities.

National Libraries host five of the core activities: the Bibliothèque nationale de France (PAC), the British Library (CLM and UAP), the Deutsche Bibliothek (UBCIM) and the National Library of Canada (UDT). ALP is hosted by the Uppsala University Library, Sweden. The Department of Culture of the City of Copenhagen hosts FAIFE. In addition, the Royal Library in The Hague, the Netherlands hosts IFLA headquarters.

PAC also has six regional centres hosted by the National Diet Library, Tokyo, the Library for Foreign Literature, Moscow, the Bibliothèque nationale de France, Paris, the Biblioteca Nacional de Venezuela, Caracas, the National Library of Canada, Canberra, and the Library of Congress, Washington. A full list is given **Annex I**.

UDT, in addition to its professional programme, administers IFLANET. IFLANET has become an essential tool in the overall management of IFLA. IFLA is grateful to the National Library of Canada for providing this essential facility for us. In addition to a financial contribution to UDT from the Core Programme Fund, a sum is provided annually from the IFLA core budget, specifically for IFLANET. IFLA has grown highly dependent for its work on IFLANET, to the extent that it is now an essential tool. If circumstances arose in which the National Library of Canada was no longer able to host it, an alternative would have to be found.

The support supplied by the host institutions varies, but is substantial in all cases, usually consisting of office accommodation, infrastructure and in some cases a proportion of the staffing and other services. Without this support, there is no doubt that IFLA could not continue its work on anything like the present scale.

## **Finance**

The financial aspects of the core activities give rise to concern and, even if there were no other reason for a review, action would have to be taken.

A core programmes fund was established some years ago, to supplement the resources provided by the host institutions. About 20 National libraries have contributed to this fund. A few, such as the national libraries of Australia, Canada and Japan make substantial contributions. It is noteworthy in this context that the leadership of several significant national library hosts and contributors has changed recently (e.g. Australia, Canada, France, Germany, UK). The core programmes have also received income from the sale of products and from external funding agencies such as UNESCO. In former years, when the total received annually from the national libraries exceeded the needs of the core programmes, significant reserves were built up. These reserves were held in interest bearing accounts.

However, the contributions from the national libraries have steadily decreased in recent years. Over the same period the gap between the amount required by each core programme and the resources available from their own resources and that of the host institutions has steadily increased. The result has been that the reserves have been eroded.

In a study by IFLA's auditors, carried out in May 1999, an analysis was made of the significant decrease in the core programmes reserve which took place in 1998. The main reasons identified were:

- Lower contributions from national libraries
- Higher transfers from IFLA to the core programmes,
- Lower income from external sources to ALP
- Decrease in income greater than decrease in costs
- Unfavourable exchange rate fluctuations

**Annex II** provides an overview of the budgets of the five core programmes from 1993-2000.

The contributions to the core programmes authorised by the Executive Board in December 1999 for the fiscal year 2000 exhausted the remaining reserves. In future therefore, the only money available from IFLA central funds will be whatever national and other libraries contribute to the Core programme fund, currently running at about NLG 190,000 (USD 83,000) annually and from the IFLA central budget. That budget shows no surplus at all on the predicted income and expenditure for 2000. Unless there is

significant change in the financial picture, the total amount available from central funds for all the core activities will fall from NLG 330,000 (USD 145,000) in 2000 to approximately NLG 190,000 (USD 83,000) in 2001.

**Annex III** shows the contributions made by national libraries to the core Programmes from 1991-1999.

It must also be borne in mind that all seven core activities will have a claim on funds from central sources for the first time in 2001. The initial money made available from the Danish government and other Danish sources to establish FAIFE runs out in July 2000. A bid has been made to three Scandinavian aid agencies for the five years 2000/1 to 2004/5. In order to lever the sums required, a financial commitment is likely to be required from IFLA. This has been estimated provisionally at NLG 60,000 annually from 2001/2. It would represent NLG 30,000 in IFLA's fiscal year 2001. There is no guarantee that the funding requested from the aid agencies will materialise.

**Annex IV** shows the graphical overview of the budgets of the five core programmes from 1993-2000.

## **Proposals**

In the light of the situation outlined above, the following proposals are put forward for the consideration of the Executive and Professional Boards, the directors of the core activities, the CDNL Group of Seven, the directors of the host institutions and directors of national libraries.

### **1 Professional Priorities:**

As part of the overall restructuring of the Federation, the Professional Board is identifying the professional priorities for IFLA. These priorities will be fed into the next Medium Term Programme (MTP) starting in 2002. These should be discussed with the directors of the core activities and the directors of the host institutions to ensure a good match between the work of the core activities and the aims of the MTP, including the priorities of IFLA Sections A system to ensure a thorough review of the work of each core activity should be put in place.

### **2 Advisory Board:**

Each core activity should have a small Advisory Board of no more than 5 people, jointly selected by the proposed Governing Board of IFLA and the host institution. The Board would include people with significant expertise in the fields covered by the Core Activity. The relationship with relevant IFLA sections should also be a consideration in determining the composition of the Board. External experts would be eligible to serve on these boards. A member of the IFLA Governing Board would chair these Advisory Boards. The current proposals for the revision of the IFLA Statutes provide for a number of co-opted places to facilitate this arrangement.

The Advisory Board would, as its name suggests, act in an advisory capacity to determine priorities and would act as an advocate for its core activity to solicit financial and other support as necessary.

In the case of CLM and FAIFE, a small subgroup of the existing committees would form the core of the Advisory Group.

It is envisaged that the business of the Advisory Groups would largely take place by email rather than in face-to-face meetings.

### 3 Liaison Officer:

Each core activity would have a liaison officer, selected jointly by IFLA and the host institution, to liaise with IFLA HQ. It is expected that the liaison officer would normally be the core activity director. The liaison officer would report to the Coordinator of Professional Activities on programmatic matters and to the Secretary General and the Director of the host library on managerial and financial issues.

### 4. Three Year Plan:

Each core activity would be requested to prepare an initial three-year plan, starting with the calendar year 2001, to be agreed between the core activity, the host institution and the Professional Board. This plan would outline the work priorities for the period, the sources of support and a method of evaluation. Flexibility would need to be built in to allow for the uncertainty of external funding, for example, from foundations. The plan may have to be modified to take account of the definitive budget, which would continue to be decided on an annual basis

### 5. Finance:

The three year plans would have to assume a level of funding from central IFLA sources no greater than two-thirds of the amount received for the year 2000.

### 6. Formal Agreements:

Each core activity would be subject to a formal agreement between the host institution and IFLA HQ, preferably for a three-year period. Although the agreements would be capable of renewal by agreement between the parties concerned, there would be no guarantee of continuation beyond the initial three years.

### 7. Appeal for Funds:

An appeal should be launched to seek an increased level of support for the core activities. It should take the form of a prospectus outlining the achievements of the core activities and the planned activities for the next three year period, stressing the benefits accruing from the work of the core activities. It should be possible to “hypothecate” financial contributions; that is, a contributing library should be able to indicate a preference for the use of their money. For example, a library in central or Eastern Europe able to contribute may wish to indicate that the money should be used to help maintain Unimarc. It could extend to the identification of particular projects or initiatives and the funding of, for example, the Regional centres of PAC. This, together with the advocacy role of the Advisory Groups, would introduce an element of market forces into the determination of future priorities. Those which can attract the resources, will prosper It is clearly

impossible to guarantee indefinitely the future of those which are unable to attract sufficient resources in total to sustain them. On the other hand, there may be a need for continuity, even if market forces fail to provide for the necessary funding. The Governing Board would also be influential to the extent that it could deploy resources, which had not been hypothecated in this way, for instance to guarantee continuity when funding is temporarily lacking. The commitment of the host institutions would continue to be crucial.

This appeal should be made to a wide constituency, including national libraries, large public and university libraries, library associations and funding agencies as appropriate. It would extend to in kind contributions as well as funding.

8. New Core Activities:

The possibility of new core activities starting up should be allowed for. IFLA may decide to enter into contracts with existing core programmes or with other organizations to deliver new priorities identified over time.

9. Feedback:

It is important that contributing libraries are satisfied that their contributions are being used to good effect. Improved feedback on the result of their contributions and increased recognition on the result of their contributions will be offered to contributing libraries and, of course, to the hosts. As part of this process, each core activity should provide each contributing library with a copy of each publication produced during the funding period. Regular performance reporting will be provided.

10. Host Institutions' Priorities:

IFLA should continue to acknowledge the right of the national libraries and other host institutions to determine the priorities in the use of their resources including their staff, within the terms of the agreements under which the core activities operate. Any conflicts which arise should be resolved at a meeting between representatives of IFLA, the Host Library and the core activity.

Sjoerd Koopman  
Ross Shimmon  
June 2000

Annexes follow

## **Annex I: Brief description of the core activities**

### **ALP - Advancement of Librarianship**

The ALP Programme was launched in 1990 at the IFLA Conference in Stockholm. Its mission is to further the library profession in the developing countries of Africa, Asia and Oceania, and Latin America and the Caribbean. Within these areas the Medium Term Programme goals are to assist in continuing education and training; to support the development of library associations; to promote the establishment of library and information services to the general public, including the promotion of literacy and to introduce new technology to library services. Unlike the other, more subject-oriented, Core Programmes, ALP concentrates on issues which are of vital importance for the developing countries and which do not always fall within the other's responsibilities.

A distinctive feature of ALP's work in recent years has been the administration of the DANIDA grants which enable Third World librarians attend IFLA general conferences.

ALP is housed in the University Library of Uppsala (Sweden). There is no contract between that institution and IFLA. The University Librarian of Uppsala has confirmed the university's willingness to host ALP for another 7 years. IFLA has accepted this generous offer. There are at present 3 staff members (1 full time Programme Director, 2 part time officers).

Total income in 1999 was SEK 4,179,808 (USD 466,842). The contribution of NLG 50,000 from the IFLA Core Programme fund was less than 5%

### **CLM - Copyright and other Legal Matters**

Copyright has become a vital issue for libraries worldwide. IFLA's Copyright and other Legal Matters Committee (CLM) aims to ensure that the voice of the profession and, more importantly, of the users of libraries, are heard in the international arenas determining copyright legislation.

This is a new core activity, established in 1997. It is chaired by the former Director of the National Library of Canada. Its secretariat is based at the British Library, Boston Spa, under the direction of the Programme Director, UAP.

In 1999 it received NLG 9,000 (USD 3,950) from IFLA central funds.

### **FAIFE – Freedom of Access to Information and Freedom of Expression**

The Office of Freedom of Access to Information and Freedom of Expression (FAIFE) furthers the cause by monitoring the state of intellectual freedom in different countries, working with other agencies and responding on IFLA's behalf to violations of principles.

The FAIFE programme was established in 1997. The FAIFE office was set up in 1998, based in the Department of Culture, the City of Copenhagen. It has a Director and a Deputy Director.

It received initial two-year funding from the Danish government, the City of Copenhagen and the Danish library community. This funding expires in July 2000. An application has been made for funding for a further five years to the Scandinavian aid agencies Danida, NORAD and Sida. The total requested amounts to DEK 1,825,000 annually. The balance of the total estimated annual budget of DEK 2,225,000 (USD 288,000) would be met by Danish LA's (DEK 50,000), Nordic LA's (DEK 50,000), other LA's (DEK 50,000) and IFLA (DEK 200,000) (USD 26,000). IFLA's contribution would begin in the Danish fiscal year 2001/2. DEK 100,000 (USD 13,000) would therefore be required in IFLA's fiscal year 2001. FAIFE has not received any funds from IFLA sources so far.

### **PAC - Preservation and Conservation**

PAC was launched in Vienna during the 1986 conference on the Preservation of Library Materials sponsored by the Conference of Directors of national Libraries (CDNL), IFLA and UNESCO.

PAC deals with all aspects (including research, education, training, publicity) of preservation and conservation of library materials.

#### PAC and its Regional Centres

In order to realise its objectives it was decided to share the responsibility within a network of cooperating institutions (PAC Regional Centres), whose activities are coordinated by the International Centre in Paris. Each library hosting a Regional Centre, agrees to take part in the activities of the PAC Core Programme, and to attempt to work in close cooperation with other institutions and organisations with similar aims in its own country and in the region. Each Regional Centre is responsible for funding its own regional activities. It may solicit and receive funds for special projects or activities from a variety of sources including IFLA. Grants from any institution, foundation or individual may support a specific activity wholly or partially.

The activities of the Regional Centres are defined by the directors in consultation with the director of the PAC Programme.

. The Bibliothèque nationale in Paris has hosted the International Centre since 1992. There are six Regional Centres: Asia, hosted by the National Diet Library, Tokyo; Eastern Europe and the CIS, at the Library for Foreign Literature, Moscow; Western Europe, Africa and the Middle East, at Bibliothèque nationale de France, Paris; Latin America and the Caribbean, at the Biblioteca Nacional de Venezuela; South East Asia and the Pacific, at the National Library of Australia, Canberra; and USA and Canada, at the Library of Congress, Washington. :

At present there are 3 staff members in Paris (1 full time Programme Director, 1 officer and a secretary). Since 1997 there has been a contract between the BnF and IFLA regarding the hosting of PAC, for a period of 3 years. A one-year extension has just been agreed pending this review. Under this contract a joint budget has to be agreed on annually. Expenses for the management of the programme are shared between IFLA and the BnF. Each library hosting a Regional Centre supports its own management expenses and activities. Complementary funding is sought for special projects and activities.

The total estimated income for 1999 was FF 776,000 (USD 114,000). The contribution from the IFLA Core Programme Fund was NLG 77,326 (USD 34, 000)UAP - Universal Availability of Publications

UAP is both an objective and a programme. The objective is the widest possible availability to users of published material issued for public use, wherever and whenever they need it and in the format required. Published materials include not only printed matter, including grey literature, but audiovisual materials and publications recorded in electronic (digital or analogue) form. UAP aims to improve availability at all levels, from the local to the international, and at all stages, from the publication of new material to the retention of last copies, both by positive action and the removal of barriers. UAP aims to ensure that improved access to information on publications is matched by improved access to the publications themselves.

The British Library (BL) hosts the UAP office at Boston Spa. That is also the base of the IFLA Office for International Lending, which aims to further and improve international lending by:

- Giving practical support to those engaged in international lending
- Collecting and publicising information of interest to those concerned with international lending
- Conducting and encouraging research and study of relevance to international lending

There is no contract between BL and IFLA, although the outgoing Chief Executive of the British Library is keen to complete a formal agreement before he departs in May 2000. The staff of UAP and the Office for International Lending consists of a full-time Director and five part-time staff. (See also CLM).

The total estimated income for 1999 was GBP 51,900 (USD 83,000). The contribution from the IFLA Core Programme Fund was NLG 50,000 (USD 22,000).

### **UBCIM - Universal Bibliographic Control and International MARC**

The purpose of the UBCIM is to coordinate activities aimed at the development of systems and standards for bibliographic control at the national level and the international exchange of bibliographic data, maintenance of bibliographic and format standards, and

acting as clearing house for information on all IFLA endeavours in these fields. It promotes the UNIMARC format and coordinates its development and maintenance by a group of experts, the Permanent UNIMARC Committee. Seminars are organised for training and dissemination purposes. The programme publishes project reports related to international bibliographic and format standards and proceedings of relevant meetings and seminars.

After having been based at the British Library for many years, this Programme is now hosted by the Deutsche Bibliothek (DDB) at Frankfurt. There is no contract between DDB and IFLA. There is a Programme Director and a Programme Assistant. The total estimated income for 1999 was DEM 378,000 (USD 186,000). The contribution from the IFLA Core Programme Fund was NLG 55,000 (USD 24,100).

### **UDT - Universal Dataflow and Telecommunications**

UDT seeks to facilitate the international and national exchange of electronic data by providing the library community with pragmatic approaches to resource sharing. The programme monitors and promotes the use of relevant standards, promotes the use of relevant technologies and monitors relevant policy issues in order to overcome barriers to the electronic transfer of data.

Nowadays the work of the UDT Programme, which is hosted at the National Library of Canada (NLC), concentrates highly on the further development and maintenance of the electronic services of IFLANET. This includes many organisational and technical aspects of extending, promoting and integrating the use of IFLANET into the activities of IFLA/HQ and all IFLA Professional Groups. IFLA has grown highly dependent for its work on IFLANET, to the extent that it is now an essential tool. If circumstances arose in which the National Library of Canada was no longer able to host it, an alternative would have to be found.

There is no agreement between NLC and IFLA regarding UDT. There is a Programme Director, a Programme Officer and several part time staff members.

The total estimated budget for 1999 was CND 161,500 (USD 111,000). The contribution from the IFLA Core Programme Fund was NLG 50,000 (USD 21,900). In addition, NLG 40,000 (USD 17,500) was provided from IFLA central funds to support IFLANET.

**NOTE:** The above figures can only give a rough indication of the sums involved. No attempt has been made to place a value on the significant and generous support provided by the host libraries and institutions. In addition, several of the core activities receive significant income from the sales of publications and research grants from external agencies.

**CORE PROGRAMME  
BUDGETS 1993-2000**  
In Dutch Guilders  
(Status: 08/03/2000)

**ANNEX II**

	<b>ALP</b>	<b>PAC</b>	<b>UAP</b>	<b>UBCIM</b>	<b>UDT</b>	<b>Total</b>	<b>Funding received</b>
Requested 1993	12,000	72,000	56,200	56,000	26,300	<b>222,500</b>	
Allocated 1993	12,000	49,913	50,600	50,400	26,300	<b>189,213</b>	205,371
Requested 1994	46,340	65,380	62,000	56,100	33,600	<b>263,420</b>	
Allocated 1994	32,000	66,000	50,600	50,400	26,300	<b>225,300</b>	181,673
Requested 1995	28,212	65,270	58,788	61,600	35,456	<b>249,326</b>	
Allocated 1995	20,000	65,270	50,600	50,400	35,456	<b>221,726</b>	156,859
Requested 1996	25,000	65,270	44,640	69,400	72,590	<b>276,900</b>	
Allocated 1996	25,000	65,270	44,640	50,400	35,456	<b>245,766</b>	296,536
	25,000 (extra)				20,640 (extra budg.)		(Incl. HQ. Contr. from '96) 50K
					30,000 (HQ)		
Requested 1997	53,592	83,350	60,018	84,116	46,344	<b>327,420</b>	
Allocated 1997	50,000	76,774	44,640	50,400	46,344	<b>268,158</b>	239,882
					20,640 (extra budg.)		(Incl. HQ. Contr. from '97) 35K
					35,000 (HQ)		
Requested 1998	54,200	83,350	76,705	103,675	92,672	<b>410,602</b>	
Allocated 1998	50,000	77,326	50,000	55,000	37,000	<b>269,326</b>	226,615
			9,000		21,000 (extra budg.)		(Incl. HQ. Contr. from '98) 35K
			(HQ CLM)		35,000 (HQ)		
Requested 1999	52,773	80,736	69,324	103,740	93,223	<b>399,796</b>	
Allocated 1999	50,000	77,326	50,000	55,000	50,000	<b>282,326</b>	240,273
			9,000		40,000 (HQ)		(Incl. HQ. Contr. from '99) 40K
			(HQ CLM)				
Requested 2000	52,773	80,736	69,324	103,740	116,245	<b>422,818</b>	
Proposed Allocation 2000	55,000	77,000	55,000	50,000	100,000	<b>337,000</b>	

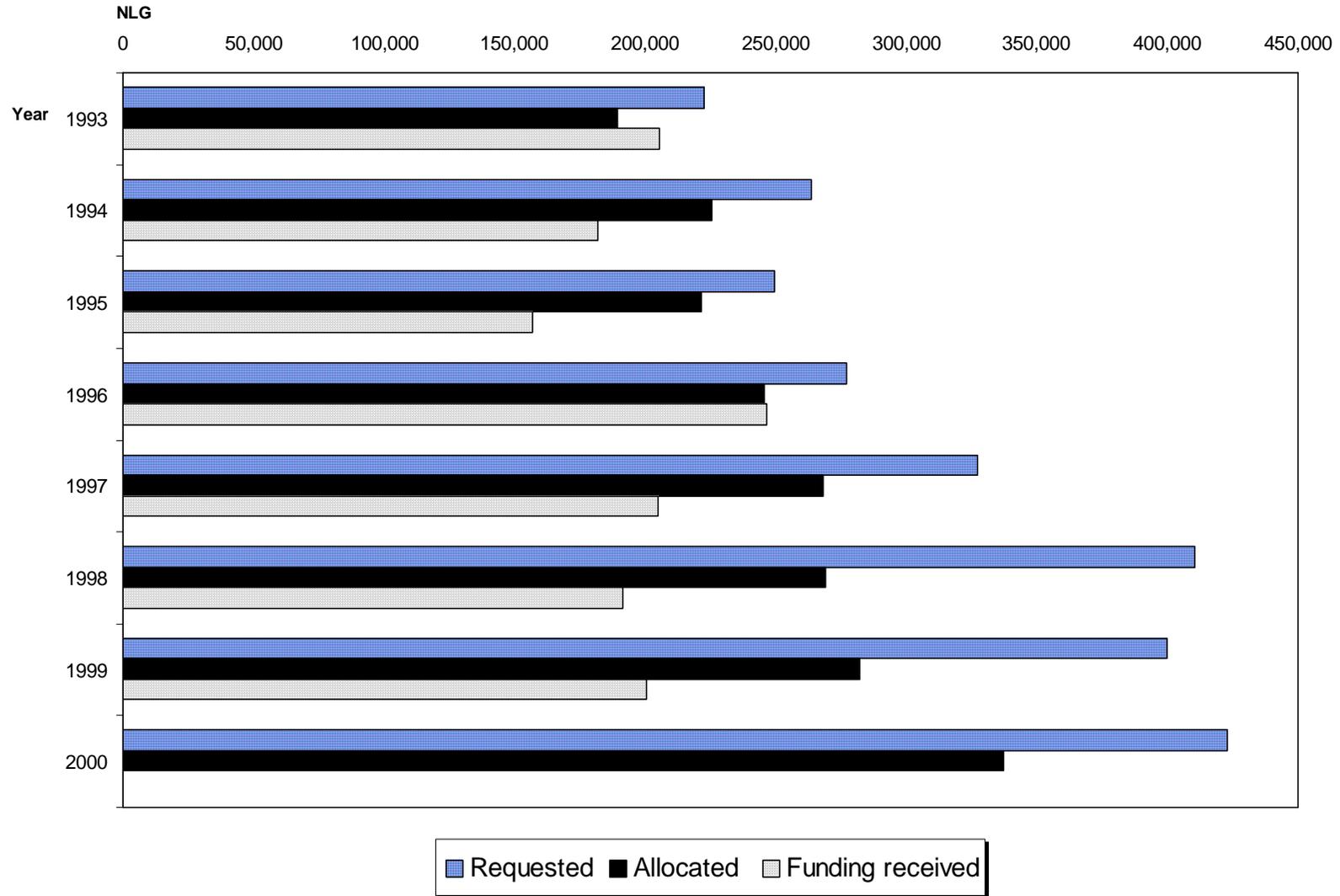
<b>CONTRIBUTORS to the IFLA Core Programmes</b>	<b>1991</b>	<b>1992</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>ANNEX III</b>
	NLG									
Australia, National Library	29,994	27,602	32,840	32,248	27,428	33,572	36,544	27,970	32,619	* Core Programme Hosts
Belgium, Min. of Nat. Ed.	3,825	3,907	3,907	3,443	3,443	0	3,442	3,000	3,000	
Canada, National Library*	18,568	16,529	16,271	14,072	12,505	13,737	16,144	15,046	16,068	** IFLA HQ host
Denmark, Royal Library	2,894	2,906	2,906	2,840	3,368	3,523	3,740	3,865	4,448	
Finland, Helsinki U. L.	7,462	6,592	5,289	5,345	5,811	5,830	6,002	5,902	5,920	
France, National Library*	19,819	19,891	19,293	0	0	79,420	26,641	26,865	26,849	***In years when IFLA central budget is in surplus, funds have been transferred to the following year's Core Programmes fund.
Germany, <i>Die Deutsche Bibliothek</i> *	22,542	22,506	22,499	22,415	22,397	22,390	22,495	22,518	22,535	
Iceland, National Library	918	862	937	862	754	808	1,040	0	1,015	
Japan, National Diet Library	45,268	45,268	45,268	45,268	45,268	45,267	45,267	45,267	45,268	
Luxembourg, National Library	377	552	551	560	0	0	607	0	764	
Netherlands, Royal Library**	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	
New Zealand, National Library	2,163	1,715	0	2,009	0	2,238	2,184	2,185	2,185	
Norway, National Library	0	3,420	3,871	3,820	3,752	3,936	4,002	3,979	4,047	
Sri Lanka, National library	0	0	0	1,708	1,626	1,637	2,018	1,950	0	
Sweden, Royal Library	6,085	6,213	4,903	4,492	0	5,095	5,112	5,055	5,099	
Switzerland, National Library	3,956	3,646	3,830	3,932	4,020	4,050	4,016	4,013	4,086	
Turkey, National Library	0	0	0	0	1,626	0	0	0	0	
UK, Wales National Library	3,196	2,719	3,101	2,833	2,861	3,033	3,628	2,000	4,370	
USA, Library of Congress	35,710	16,645	17,905	17,758	0	0	0	0	0	
<i>IFLA Central budget</i> ***						50,000	35,000	35,000	40,000	
<b>Total Amounts Contributed</b>	<b>224,777</b>	<b>202,973</b>	<b>205,371</b>	<b>181,673</b>	<b>156,859</b>	<b>296,536</b>	<b>239,882</b>	<b>226,615</b>	<b>240,273</b>	

CONTRIBUTORS to the IFLA Core Activities (In Dutch Guilders)	1995	1996	1997	1998	1999	2000	2001						Annex IIIa	
							ALP	CLM	FAIFE	PAC	UAP	UBCIM	UDT	Total
Australia, National Library	27,428	33,572	36,544	27,970	32,619	24,454								23,808
Belgium, Min. of Nat. Ed.	3,443	0	3,442	3,000	3,000	3,000								3,000
Canada, National Library	12,505	13,737	16,144	15,046	16,068	16,068		4,558		6,077		6,077		16,712
Denmark, Royal Library	3,368	3,523	3,740	3,865	4,448	4,426								0
Finland, Helsinki U. L.	5,811	5,830	6,002	5,902	5,920	5,925								5,915
France, National Library	0	79,420	26,641	26,865	26,849	26,849								26,849
Germany, <i>Die Deutsche Bib.</i>	22,397	22,390	22,495	22,518	22,535	22,535								22,535
Iceland, National Library	754	808	1,040	0	1,015	1,237								1,282
Japan, National Diet Library	45,268	45,267	45,267	45,267	45,268	45,268								45,268
Luxembourg, National Library	0	0	607	0	764	929								1,023
Netherlands, Royal Library**	22,000	22,000	22,000	22,000	22,000	22,000								22,000
New Zealand, National Library	0	2,238	2,184	2,185	2,185	2,185								4,029
Norway, National Library	3,752	3,936	4,002	3,979	4,047	3,995								4,158
Sri Lanka, National library	1,626	1,637	2,018	1,950	0	0								0
Sweden, Royal Library	0	5,095	5,112	5,055	5,099	0								2,371
Switzerland, National Library	4,020	4,050	4,016	4,013	4,086	1,000								0
Turkey, National Library	1,626	0	0	0	0	0								0
UK, Wales National Library	2,861	3,033	3,628	2,000	4,370	5,147								4,769
USA, Library of Congress	0	0	0	0	0	36,543					36,543			38,258
Parliamentary Lib., South Africa														1,189
MsTax Choldin, USA									119					119
Pub. Lib., Nevis							247							247
Nat. Lib., South Africa														648
A. Stone, Unicef								63		63				126
J. Farrell, USA														500
Hebrew Univ. Israel										1,207				1,207
OCLC, USA												12,887		12,887

M. McPhail, USA							125							125
G.E. Hamilton, UK							70							70
<b>Total Amounts Contributed (NLG)</b>	<b>156,859</b>	<b>246,536</b>	<b>204,882</b>	<b>191,615</b>	<b>200,273</b>	<b>221,561</b>	442	4,621	119	7,347	36,543	18,964	0	<b>239,095</b>
<b>Total Amounts Contributed (EUR)</b>	<b>71,300</b>	<b>112,062</b>	<b>93,128</b>	<b>87,098</b>	<b>91,033</b>	<b>100,710</b>	201	2,100	54	3,340	16,610	8,620	0	<b>108,680</b>

(Updated on 07/11/2001)

### ANNEX IV - Core Programme Budget 1993-2000



**Attachment V**

CONTRIBUTORS to the IFLA Core Activities (In Dutch Guilders)	1995	1996	1997	1998	1999	2000	2001							
							ALP	CLM	FAIFE	PAC	UAP	UBCIM	UDT	Total
Australia, National Library	27,428	33,572	36,544	27,970	32,619	24,454								23,808
Belgium, Min. of Nat. Ed.	3,443	0	3,442	3,000	3,000	3,000								3,000
Canada, National Library	12,505	13,737	16,144	15,046	16,068	16,068		4,558		6,077		6,077		16,712
Denmark, Royal Library	3,368	3,523	3,740	3,865	4,448	4,426								0
Finland, Helsinki U. L.	5,811	5,830	6,002	5,902	5,920	5,925								5,915
France, National Library	0	79,420	26,641	26,865	26,849	26,849								26,849
Germany, <i>Die Deutsche Bib.</i>	22,397	22,390	22,495	22,518	22,535	22,535								22,535
Iceland, National Library	754	808	1,040	0	1,015	1,237								1,282
Japan, National Diet Library	45,268	45,267	45,267	45,267	45,268	45,268								45,268
Luxembourg, National Library	0	0	607	0	764	929								1,023
Netherlands, Royal Library**	22,000	22,000	22,000	22,000	22,000	22,000								22,000
New Zealand, National Library	0	2,238	2,184	2,185	2,185	2,185								4,029
Norway, National Library	3,752	3,936	4,002	3,979	4,047	3,995								4,158
Sri Lanka, National library	1,626	1,637	2,018	1,950	0	0								0
Sweden, Royal Library	0	5,095	5,112	5,055	5,099	0								2,371
Switzerland, National Library	4,020	4,050	4,016	4,013	4,086	1,000								0
Turkey, National Library	1,626	0	0	0	0	0								0
UK, Wales National Library	2,861	3,033	3,628	2,000	4,370	5,147								4,769
USA, Library of Congress	0	0	0	0	0	36,543				36,543				38,258
Parliamentary Lib., South Africa														1,189
MsTax Choldin, USA									119					119
Pub. Lib., Nevis							247							247
Nat. Lib., South Africa														648
A. Stone, Unicef								63		63				126
J. Farrell, USA														500
Hebrew Univ. Israel										1,207				1,207
OCLC, USA												12,887		12,887
M. McPhail, USA							125							125
G.E. Hamilton, UK							70							70
<b>Total Amounts Contributed (NLG)</b>	<b>156,859</b>	<b>246,536</b>	<b>204,882</b>	<b>191,615</b>	<b>200,273</b>	<b>221,561</b>	<b>442</b>	<b>4,621</b>	<b>119</b>	<b>7,347</b>	<b>36,543</b>	<b>18,964</b>	<b>0</b>	<b>239,095</b>
<b>Total Amounts Contributed (EUR)</b>	<b>71,300</b>	<b>112,062</b>	<b>93,128</b>	<b>87,098</b>	<b>91,033</b>	<b>100,710</b>	<b>201</b>	<b>2,100</b>	<b>54</b>	<b>3,340</b>	<b>16,610</b>	<b>8,620</b>	<b>0</b>	<b>108,680</b>

(Updated on 07/11/2001)