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## **The global voice represented at the IFLA Governing Board: A study of the last 19 years**

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### **Abstract:**

*This work presents an analysis of the geographical representation of IFLA's Governing Board members over the past 19 years to identify regions and countries with and / or without the presence in IFLA's unit responsible for its governance, financial and professional management bodies. This study with IFLA's most important management unit can help to understand how the knowledge, culture, and experience of different regions of the world have been considered, valued and respected at IFLA. In order to map the participation of the regions, data from each IFLA Governing Board member during the period from 2001 to 2019 was collected from IFLA Annual Reports (available online) and analysed using the Excel software with the Pivot Table resource. All the members of GB and their nationalities were considered in 9 periods of two-year terms of management, which totalized 186 members from 36 countries. These total members correspond to 105 individuals, of which 41,9 % participated in only one term, 45,7% were elected for two terms, 7,6% for three terms and 4,8% for more than four terms. In terms of regional representation, Europe contributes 46% of the GB members, followed by North America with 29%, Asia & Oceania with 11% Africa with 10% and finally LAC with 4%. At the end some reflections are presented on possible strategies to achieve a balance in the composition of the main managing body of the most important library federation in the world.*

**Keywords:** IFLA Governing Board. Geographical representation. IFLA Division V. IFLA Africa members. IFLA Asia members. IFLA Latin American members.

## **Abstrato:**

*Este trabajo presenta un análisis de la representación geográfica de los miembros de la Junta de Gobierno de la IFLA en los últimos 19 años para identificar regiones y países con y / o sin presencia de representantes en la unidad de la IFLA responsable de sus órganos de gobierno, financieros y de gestión profesional. Este estudio con la unidad de gestión más importante de IFLA (Governing Board / Junta del Gobierno) puede ayudar a comprender cómo el conocimiento, la cultura y la experiencia de diferentes regiones del mundo han sido consideradas, valoradas y respetadas en IFLA. Para mapear la participación de las regiones, los datos de cada miembro de la Junta de Gobierno de la IFLA durante el período comprendido entre 2001 y 2019 se recopilaron de los informes anuales de la IFLA (disponibles en línea) y se analizaron utilizando el software Excel con el recurso de tabla dinámica. Todos los miembros de GB y sus nacionalidades fueron considerados en 9 períodos de dos años de gestión, que totalizaron 186 miembros de 36 países. Estos miembros totales corresponden a 105 individuos, de los cuales el 41,9% participó en un solo período, el 45,7% fueron elegidos para dos períodos, el 7,6% para tres períodos y el 4,8% para más de cuatro períodos. En términos de representación regional, Europa aporta el 46% de los miembros de GB, seguida de América del Norte con el 29%, Asia y Oceanía con el 11% de África con el 10% y finalmente ALC con el 4%. Al final se presentan algunas reflexiones sobre posibles estrategias para lograr un equilibrio en la composición del principal órgano de administración de la federación de bibliotecas más importante del mundo.*

**Palabras clave:** *Junta de Gobierno de la IFLA. Representación geográfica de la IFLA División V. Miembros de IFLA África. Miembros de IFLA Asia & Oceania. Miembros de IFLA en América Latina & Caribe.*

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## **1 INTRODUCTION**

In 1954, Ranganathan criticized the fact that IFLA proposals and action were based on the Western European and North American view. (RANGANATHAN, 1954).

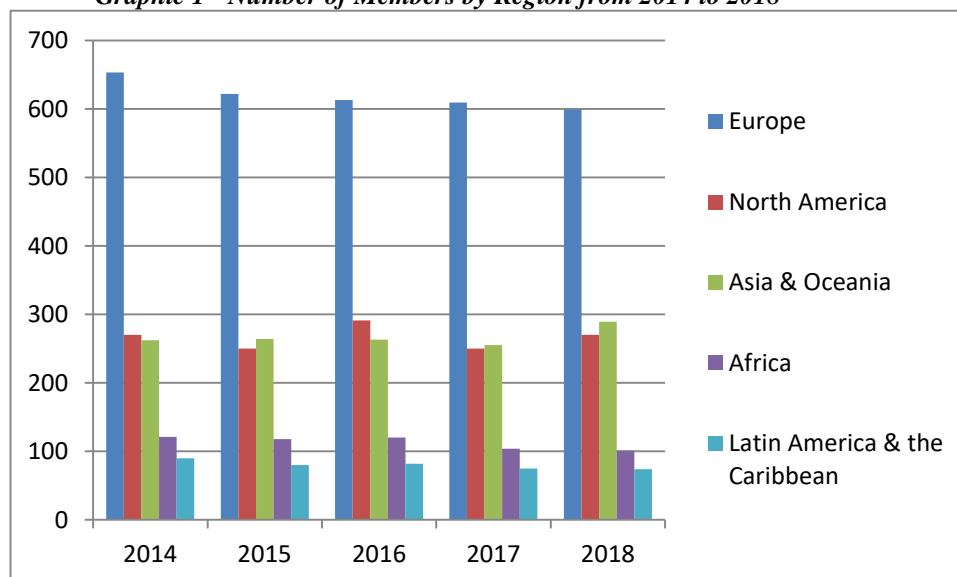
Efforts to expand the membership to developing countries started from the 1970s (LOR, 2006). The first Pre-session seminar for librarians from developing countries was held in 1971, making it possible to better understand the stage of development and the problems of these countries (JORDAN, 1977). In 1976, a Division of Regional Activities was established, to promote and to coordinate professional work in particular developing regions (LOR, 2006). According to Parker (1977) and Lor (2006), to this end, three regional sections were established, for Africa, Asia & Oceania, and Latin America and the Caribbean (LAC).

The success was such that in 1976, according to the IFLA Directory (IFLA, 1976 apud PARKER)<sup>1</sup>, half of the federation's Member associations and institutions were located in the Third World (as it was then called, now developing or emerging countries). However, as reported by J. Stephen Parker

*“The growth in Third World membership of IFLA has not, however, been matched by the level of participation of librarians from the developing countries, either in General Council meetings or in the running of IFLA itself. At the Lausanne General Council in 1976, for example, the 39 delegates from developing countries constituted only eight percent of the total attendance; and of some 350 positions on IFLA boards and committees in 1976, only 22 were held by librarians from the Third World”.* (PARKER, 1977, p.145).

Rethinking this contingent of Members<sup>2</sup>, 40 years later, is certainly an interesting task. Specifically, regarding the regional representation of actual Members, the IFLA Annual Reports from 2014 to 2018 show that in the last 5 years, the sum of Members from the three regions (Africa, Asia & Oceania and LAC) recurrently still corresponds to half of the total membership.

**Graphic 1 - Number of Members by Region from 2014 to 2018**



**Source:** IFLA Annual Reports 2014 to 2018

Considering that these are the regions with the largest contingent of countries (about 149 countries), territorial extension (89.307.450 km<sup>2</sup>) and intense population density (6.6 billion

<sup>1</sup> IFLA Directory 1976. The Hague, IFLA, 1976.

<sup>2</sup> Following the standard used in the IFLA Statute, the word **Members** (with an initial capital letter) will be used to refer to associations, institutions or individual individuals (as mentioned in Articles 4.2, 4.3, 4.4, 4.5 e 4.6) that endorse the purposes of the Federation and undertaken to comply with its Statutes. The word **members** (with no capital letter) is used to refer to the experts nominated and elected by IFLA Members to compose the standing committees of the IFLA Professional Units and Governing Board.

people) as demonstrated in the table below, it is necessary to discuss new strategies for approaching these regions.

*Table 1- Regions in the world by population (2019)*

Region	Number of Countries*	Population	Density	Area	World
		-2019	(P/Km <sup>2</sup> )	(Km <sup>2</sup> )	Share
Asia	48	4,584,807,072	148	31,033,131	59.4 %
Africa	54	1,320,038,716	45	29,648,481	17.1 %
Europe	44	743,102,600	34	22,134,900	9.6 %
LAC	33	658,305,557	33	20,139,378	8.5 %
Northern America	2	366,496,802	20	18,651,660	4.8 %
Oceania	14	41,826,176	5	8,486,460	0.5 %

\*Except dependencies or other territories  
Source: Adapted from Worldmeters (2019)<sup>3</sup>

Regarding the profiles of the delegates of the annual IFLA Congresses, a study by Ferreira & Weber (2019) from 2015 to 2018 shows a breakthrough and an interesting occupation by developing countries, compared to the 8% in 1976. When the Congress is in a country outside one of these regions (such as the 2016 US and 2017 Congresses in Poland) the participation of developing countries is below 30%. When the Congress takes place in one of these regions, this number increases. For example, the total participation of Africans in 2015 (South Africa) and Asians in 2018 (Malaysia). This fact positively corroborates IFLA's strategy of taking Congresses to different regions annually.

*Table 2 - Delegate distribution by WLIC from 2015-2018*

Delegate distribution	WLIC 2015 South Africa	WLIC 2016 USA	WLIC 2017 Poland	WLIC 2018 Malaysia
Africa	1.249	171	229	223
Asia / Middle East	236	268	508	2.156
Australia & Oceania	26	32	70	112
Europe	441	380	1.658	558
Latin America & Caribe	26	62	81	28
North America	266	1.120	483	313
No region	43	12	10	0
<b>TOTAL</b>	<b>2087</b>	<b>2045</b>	<b>3030</b>	<b>3390</b>

Source: FERREIRA & WEBER (2019)

<sup>3</sup> <https://www.worldometers.info/world-population/population-by-region/>

The third possibility for professionals from developing countries to join IFLA is to participate directly in IFLA boards and committees. As previously mentioned by J. Stephen Parker (1977), of the 350 positions available in 1976, only 22 were occupied by librarians from the Third World, or 7% of the total. Ferreira and Toffoli (2019) specifically studied the geographic distribution of the standing committee members of the IFLA 44 professional sections and concluded that the sum of representatives from Africa, Asia & Oceania and Latin America & Caribbean resulted in a total of less than 30%. But if the developed countries of Asia and Oceania are eliminated from this total, this percentage drops below 19%.

And how about the IFLA Governing Board members? Hence, here is an area of study to explore, identify how many representatives from developing countries are members specifically the IFLA Governing Board today. Given that IFLA is recognized as the global voice of libraries, it is essential to have a truly international, interdisciplinary team with significant cultural and linguistic diversity among those decision makers and producers of knowledge, guidelines and institutional information.

Thus, this study proposes to analyze how is the geographical representation of the IFLA Governing Board members has been in the last 19 years, in order to map of the regions and countries with and / or without a presence in the IFLA most important management unit. Such a study on the IFLA GB can help to understand how the knowledge, culture, and experience of different regions of the world have been considered, valued and respected at IFLA.

In order to map the participation of the regions, data from each IFLA Governing Board member of the period from 2001 to 2019 was collected from IFLA Annual Reports (available online) and analysed using the Excel software and the Pivot Table tool. All the members of the GB and their nationalities were considered as specified in the reports, except the Secretary-General in view of the fact that, according to the IFLA Statutes, he is not a member of that Board. For methodological purposes, some criteria were defined: Russia and Turkey were accounted for as Asia; Taiwan was considered as China; and Puerto Rico and Mexico enter as Latin America and the Caribbean.

## 2 BRIEF IFLA HISTORY

IFLA was founded in 1927 in Edinburgh, the International Federation of Library Associations and Institutions (IFLA) is an independent, international, non-governmental, non-profit organization representing the interest of the library and information services and their users.

The aim is to:

- *Promote high standards of provision and delivery of library and information services*
- *Encourage widespread understanding of the value of good library & information services*
- *Represent the interests of our members throughout the world (IFLA Annual Report, 2018, p.4).*

The governing structure of IFLA has been revised and came into force in 2008. In general, the structure consists of 44 **professional units** (Division and Sections are the primary focus for the Federation's work in a particular type of library and information service, in an aspect of library and information science or in a region.), the **Governing Board** (responsible for the managerial and professional directions of IFLA within the guidelines approved by the Assembly, it is coordinated by the IFLA President), **IFLA Office Staff** (responsible for the executive activities of the institution under the coordination of the Secretary-General) and by the **General Assembly of Members** (the supreme governing body, it normally meets every year during the annual conference and it also considers general and professional resolutions which, if approved, are usually passed to the Executive Committee and the Professional Committee for action as appropriate).<sup>4</sup>

The members of the Governing Board and also the Professional Committees and those working in 44 professional units, are elected by Members with their institutional quotas. The main guiding documents for IFLA shares are the Statute and Rules of Procedures.<sup>5</sup>

According to the IFLA Annual Report (2000),

*“During its 66th General Conference in Jerusalem, Israel (August 2000), IFLA’s Council approved a new set of Statutes. One of the many changes these Statutes brought about was that in future, Council meetings would be held annually. Under the old Statutes, Council met only every two years. As a consequence the “rhythm” of reporting was changed by turning the pattern from bi-annual Council Reports to Annual Reports. This first annual report covers the period after the 65th General Conference, held in Bangkok, Thailand, 20-28 August 1999 and includes the calendar year 2000. It reflects only the major activities during the period under review. Fuller reports on the activities*

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<sup>4</sup> <https://www.ifla.org/about/more>

<sup>5</sup> <https://www.ifla.org/files/assets/hq/rules-of-procedure-en.pdf>

*of IFLA's professional units can be found in the reports of the Core Activities, Sections and Round Tables on IFLA's website IFLANET".<sup>6</sup>*

Also that same year, the Council approved proposals to introduce differentiated fees for Institutional Members, and to reduce the fees for National Association members in the least developed countries. This proposed structure entered into force from 2001, with the approval of the new IFLA Statute in 2000.

The most important change at the time was the approval of the electoral mechanism, based on the combination of postal and electronic voting, in order to allow the participation of all voting members in the elections to the president and the electoral process (SHIMON, 2000). The Governing Board was also created, divided as currently, Governing Board, Executive Committee and Professional Committee; formerly, it was divided into Executive and Professional Board only.

2001 was the first time IFLA Board members were elected by postal ballot, allowing members all over the world to vote more easily. In 2003, Kay Raseroka from South Africa was elected and became the first person from outside Europe and North America to serve as President (KOOPMAN, 2003).

The Governing Board shall consist of the President, other elected members and coopted members. The **elected members** shall be:

- the President-elect, elected by the Members (by postal and/or electronic ballot in accordance with the provisions in the Statutes and the Rules of Procedure, every two years).
- ten directly elected members (by postal and/or electronic ballot, every two years)
- the Chair of the Professional Committee.
- the Chair of each Division of the Federation, indirectly elected members of the Professional Committee (by the professional groups through the section)
- the Chair elected by the members of the professional unit that represents the interests of the National Association Members (MLAS - Management of Library Associations Section).

But, according to the IFLA Roles of Procedure, - up to three Members may be co-opted to provide expertise or represent special interests. IFLA's Secretary General, who serves as the Board's Secretary, is an ex officio member<sup>7</sup>

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<sup>6</sup> <https://www.ifla.org/files/assets/hq/annual-reports/2000.pdf>

<sup>7</sup> <https://www.ifla.org/governing-board>

Specifically, the Chair of each Division of the Federation shall be elected by postal and/or electronic ballot by the chairs and secretaries of the Sections in the Division. Those eligible for the position are the outgoing chairs and secretaries of the Division, nonrenewable. The Division Chair is assisted by a Division Secretary.<sup>8</sup>

The exception to this rule corresponds exactly to Division V, which has long assumed a democratic and planned policy of replacing the election (as proposed in the Statute) with a gentlemen's agreement to equally benefit the three sections. Thus, for example, from 2015-2017 the Division Chair was then the Section Chair of Africa and the Secretary was the Chair of the Latin America and the Caribbean Section (LAC Section). From 2017-2019, the Chair of the LAC Section becomes the Chair of Division V with the Secretariat Chair of the Asia & Oceania Section. From 2019-2021 the Division V chair becomes the Chair of the Asia & Oceania Section and the Secretariat the Chair of Africa Section. And so on. Currently, positions can no longer be cumulative; therefore, when assuming the Division Head, it is necessary to abdicate the respective position as Head of Section.

From 2001 to 2008, IFLA's structure was composed of 8 Divisions:

- Division of Libraries Serving the General Public
- Division of Management and Technology
- Division of Collections and Services
- Division of Education and Research
- Division of Bibliographic Control
- Division of Special Libraries
- Division of General Research Libraries
- Division of Regional Activities

A new revision and adequacy of the Statute takes place at the IFLA Council meeting in Québec City, Canada, 14 August 2008<sup>9</sup> and takes effect from 2009. Since then, IFLA has been made up of 5 Divisions:

- Division I - Library Types: includes 13 Sections, one Strategic Programme and four Special Interest Groups (SIGs);
- Division II - Library Collections: includes nine Sections, two Strategic Programmes and three SIGs;
- Division III - Library Services: includes 12 Sections, two Strategic Programmes and three SIGs;
- Division IV - Support to the Profession: includes seven Sections, three Strategic Programmes and four SIGs;
- Division V - Regions: include three Sections, two Strategic Programmes and one SIG.

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<sup>8</sup> <https://www.ifla.org/DE/officers-corner/division-role> (see the Rules of Procedure R17.3 - R17.11).

<sup>9</sup> <https://www.ifla.org/files/assets/hq/rules-of-procedure-en.pdf> (IFLA STATUTES - The Statutes were adopted at the IFLA Council meeting in Québec City, Canada, 14 August 2008)



### 3 DATA ANALYSIS AND RESULTS

#### 3.1 Sample analyses

As aforementioned, during the period studied, the IFLA GB had two distinct compositions: from 2001 to 2008 and from 2009 until now. The difference is in the total Division chairs, which have gone from 8 to 5 divisions. A total of 9 terms were studied:

**Table 3- Total of members by term**

TERM	MEMBERS TOTAL
2001 - 2003	21
2003 - 2005	24
2005 - 2007	23
2007 - 2009	23
2009 - 2011	19
2011 - 2013	19
2013 - 2015	19
2015 - 2017	19
2017 - 2019	19
9 periods	186 positions

In the studied period (2001 to 2019), there were 186 positions occupied by representatives elected by IFLA Members and/or professional units officers. In this period, some representatives were there for more than one term.

The table below shows the geographical representation of these 186 IFLA Governing Board members from 2001 to 2019.

**Table 4- Geographical representation of IFLA Governing Board members from 2001 to 2019**

Region	Country	Members by country	Total members by region
Africa	Botswana	2	19 from 7 countries
	Egypt	3	
	Ghana	2	
	Kenya	2	
	Namibia	2	
	Nigeria	2	
	South Africa	6	
Asia & Oceania	Australia	8	21 from 8 countries
	China	6	
	Korea	1	
	Malaysia	1	
	New Zealand	1	
	Russian Federation	1	
	Singapore	2	
	Sri Lanka	1	
Europe	Austria	2	84 from 16 countries
	Denmark	4	
	Estonia	2	
	Finland	4	
	France	7	

	Germany	11	
	Greece	1	
	Hungary	2	
	Italy	4	
	Netherlands	5	
	Norway	10	
	Slovenia	1	
	Spain	9	
	Sweden	6	
	Switzerland	6	
	UK	10	
	<b> </b>		
LAC	Argentina	2	8 from 3 countries
	Brazil	2	
	Mexico	4	
	<b> </b>		
North America	Canada	12	54 from 2 countries
	USA	42	
	<b> </b>		
<b>TOTAL</b>	<b>36 countries</b>	<b>186</b>	

In terms of individual contribution, the USA has already corroborated with 42 representatives in the IFLA Governing Board over the past 19 years. The second place is also occupied by North America with 12 Canadians. Europe is the second largest represented region in the GB and Germany has already participated with 11 representatives, followed by the United Kingdom and Norway with 10 representatives each. Despite with very different and distant participation, except the Caribbean, all the other regions studied here have already had the opportunity to participate in the IFLA GB at some point.

However, in terms of region, Europe contributes 46% of the GB members, followed by North America with 29%, Asia & Oceania with 11%, Africa with 10% and finally LAC with 4%.

Many reasons may explain these performances, but certainly a strong element has to do with the number of voters, the number of IFLA Members. As can be observed, the elected members were mainly from Europe and North America, representing 75% of the participation.

### **3.2 Review of individual members considering their term (s)**

Observing the same data presented previously, but now considering the individuals who specifically apply for one or two periods, we have the following situation:



The 186 members of the GB, in the period studied, correspond to 105 individuals, of which 41,9% of whom participated in only one term, 45,7% were elected for two terms, 7,6% for three terms and 4,8 % for more than four terms. The latter situation refers to members who held elected member positions and later, president-elect and president.

The highest number of GB members are North Americans, followed by Europeans, Asians, Africans and Latin Americans. It is worth noting that the first country in terms of representatives is the USA with 25 members, followed by the United Kingdom with 6 and third Canada, Norway, Spain, Sweden and China, all with 5 representatives.

### 3.3 Analysis of GB members in terms of roles performed

As already mentioned, reaching the GB is possible by the following ways: (a) be elected by the members and, in this case, may occupy the positions of professional chair, president-elect and president; (b) be elected as chair of the corresponding division; (c) be chair of the MLAS session and (d) be a co-opted member.

The table below shows the total members organized by region versus function performed.

*Table 6 - Geographical mapping by region x profile in IFLA Governing Board 2001-2019*

Member category	AFRICA	ASIA & OCEANIA	EUROPE	LATIN AMERICA & CARIBBEAN	NORTH AMERICA	TOTAL
Co-opted member			01	01	04	6
Division Chair	03	04	23	03	23	56
Elected member	11	14	45	04	18	92
MLAS Chair			04		01	5
PC Chair	01		04		04	9
President	02	01	04		02	9
President-elect	02	02	03		02	9
<b>TOTAL</b>	<b>19</b>	<b>21</b>	<b>84</b>	<b>08</b>	<b>54</b>	<b>186</b>

Over the 19 years and nine terms analysed, with the exception of Latin America & the Caribbean, all the other regions have had at least two elected professionals for the positions of IFLA President and / or President-Elect, with three from Europe.

IFLA presidents during the periods of this study, as well as the congresses they organized, can be seen in the table below.

**Table 7 - IFLA presidents and WLIC countries**

<b>Period</b>	<b>President</b>	<b>Country</b>	<b>WLIC</b>
2001-2003	Christine Deschamps	France, Europe	WLIC2002 - Scotland WLIC2003 - Germany
2003-2005	Kay Raseroka	Botswana, Africa	WLIC2004 - Argentina WLIC2005 - Norway
2005-2007	Alex Byrne	Australia, Oceania	WLIC2006 - Korea WLIC2007 - South Africa
2007-2009	Claudia Lux	Germany, Europe	WLIC2008 - Canada WLIC2009 - Italy
2009-2011	Ellen Tise	South Africa, Africa	WLIC2010- Sweden WLIC2011 - Puerto Rico
2011-2013	Ingrid Parent	Canada, North America	WLIC2012- Finland WLIC2013 - Singapore
2013-2015	Sinikka Sipilä	Finland, Europe	WLIC2014 - France WLIC2015- South Africa
2015-2017	Donna Scheeder	USA, North America	WLIC2016 - USA WLIC2017 - Poland
2017-2019	Glória Perez Salmeron	Spain, Europe	WLIC 2018 - Malaysia WLIC 2019 - Greece

The period occurred with only one male professional versus eight female representatives. Of the nine presidents, 1 comes from Oceania, 2 from Africa, 2 from North America and 4 from Europe. In 92 years of IFLA history, there has never been an IFLA president from LAC. However, in the previous IFLA structure, when the election was together or at the same time for both President and Vice President, Marta Terry from Cuba was Vice President in 1994<sup>10</sup> when Robert Wedgeworth was the President.<sup>11</sup>

According to Table 6, the functions as elected member, PC chair and Chair of MLAS, in general have all been primarily occupied by Europe and North America.

Specifically considering GB members from Division V regions further detail on the participation of Africa, Asia & Oceania, LAC is provided.

<sup>10</sup> <http://ifla.org/past.express/2011/5142-1.htm>

<sup>11</sup> <https://www.ifla.org/annual-conference/past-ifla-presidents>

**Table 8 - Division V GB Members versus terms and profile from 2001-2019**

Region	Member	Country	TERMS VERSUS PROFILE			
			1st TERM	PROFILE	2nd TERM	PROFILE
Africa	Ellen Tise	South Africa	2001-2003	Elected member	2003-2005	Elected member
			2007-2009	President-elect	2009-2011	President
	Kay Raseroka	Botswana	2001-2003	President-elect	2003-2005	President
	Jacinta Were	Kenya	2003-2005	Chair Division of Reg Activities	2005-2007	Chair Professional
	Shawky Salem	Egypt	2003-2005	Elected member	2005-2007	Elected member
	Helena R. Asamoah-Hassan	Ghana	2007-2009	Elected member	2009-2011	Elected member
	Buhle M bambo-Thata	South Africa	2009-2011	Chair Division V	2011-2013	Elected member
	Ellen Ndeshi Namhila	Namibia	2013-2015	Elected member	2015-2017	Elected member
	Victoria Okojie	Nigeria	2015-2017	Chair Division V	2017-2019	Elected member
Marwa El Sahn	Egypt	2017-2019	Elected member			
Asia & Oceania	Alex Byrne	Australia	2001-2003	Elected Member		
		Australia	2003-2005	President-elect		
		Australia	2005-2007	President		
	Jianzhong Wu	China	2001-2003	Elected member		
	Rashidah Begum	Malaysia	2001-2003	Division of Reg Activities		
	Evgeniy Kuzmin	Russian Federation	2003-2005	Elected member		
	Wu Jianzhong	China	2003-2005	Elected member		
	Sang-wan Han	Korea	2005-2007	Elected member		
	Zhang Xiaolin	China	2005-2007	Elected member	2007-2009	Elected member
	Premila Gamage	Sri Lanka	2007-2009	Chair Division of Reg Activities		
	Qiang Zhu	China	2009-2011	Elected member		
	Christine Mackenzie	Australia	2011-2013	Elected Member		
		Australia	2015-2017	Elected Member		
		Australia	2017-2019	President-elect		
	Dan Dorner	New Zealand	2013-2015	Chair Division V		
	Ngian Lek Choh	Singapore	2013-2015	Elected member	2015-2017	Elected member
Margaret Allen	Australia	2015-2017	Elected member			
Huanwen Cheng	China	2017-2019	Elected member			
Vicki McDonald	Australia	2017-2019	Chair Division I			
Latin America	Ana Maria Peruchena	Argentina	2001-2003	Elected member	2003-2005	Elected member
	Adolfo Rodriguez Gallardo	Mexico	2005-2007	Elected member		
	Maria Isabel Cabral da Franca	Brazil	2005-2007	Chair Division of Reg Activities		
	Jesus Lau	Mexico	2007-2009	co-opted for 2007-2009	2009-2011	Elected member
	Filiberto Felipe Martínez-Arellano	Mexico	2011-2013	Chair Division V		
	Sueli Mara S. P. Ferreira	Brazil	2017-2019	Chair Division V		

Table 8 shows that in 19 years, 18 countries from Division V regions were represented. However, it is noted that many countries represented here are not developing countries, e.g. Australia, Korea, New Zealand, Singapore and South Africa.

30 GB representatives from Division V countries attended from 2001 to 2019. Out of those, 3 were elected president-elect and president: 17 were directly elected as a member for the first term and 9 started in the GB as Chair of the Division of Region Activities and Division V and

one as a Division 1 Chair. This represents 45% of the total attendees. Of these members, only 2 Africans were elected for a second term already in the position of elected members.

The only time any representative from Africa, Asia & Oceania and Latin America & Caribbean has served as Chair of any Division has always been to Division V. Therefore, thanks to the democratic structure adopted by the sections of this Division, each region contributed to the GB with 3 members, supporting the participation of all in the 9 terms reviewed.

Invariably, representatives from Africa have been serving two terms, including Marwa El Sahan from Egypt, just elected for the second term of 2019-2021. In Asia, only two of its representatives have been re-elected for a second term, but it is already reported that Vicki McDonand from Australia and Huanwen Cheng from China have been re-elected for 2019-2021, with Vicki being the Chair of the Professional Committee 2019-2021. From LAC, only one representative Jesus Lau from Mexico completed two shifts and Sueli Mara S.P. Ferreira from Brazil, has just been reelected for 2019-2021.

Excluding the two representatives from Africa, who started as elected members until becoming presidents, thirteen representatives from Division V only remained a single term and nine served two terms. Yet as mentioned earlier, the current Division I Chair and the Division V Chair were re-elected for the next period 2019-2021.

Regarding the distribution and number of regional representatives in all the terms analysed, it is observed that only in two of them was there a lack of one region in the GB, which was Latin America & Caribbean. Although this systematic presence of regional representatives is positive, it is important to maintain a better quantitative balance among regions, as well as among developed and developing nations.

**Table 9 - Number of regional representatives present in the GB from 2001-2019**

	<b>AFRICA</b>	<b>ASIA &amp; OCEANIA</b>	<b>EUROPE</b>	<b>LAC</b>	<b>NORTH AMERICA</b>
2001-2003	2	3	9	1	6
2003-2005	4	2	11	1	6
2005-2007	2	3	6	2	10
2007-2009	2	2	12	1	6
2009-2011	3	1	7	1	7
2011-2013	1	1	10	1	6
2013-2015	1	2	11	0	5
2015-2017	2	3	10	0	4
2017-2019	2	3	9	1	4
<b>TOTAL</b>	<b>19</b>	<b>21</b>	<b>84</b>	<b>08</b>	<b>54</b>

#### 4 CONCLUSIONS AND RECOMENDATIONS

The critical analysis of the levels of geographic representation of the IFLA Governing Board members over the past 19 years highlights the low representativeness of developing countries and, in contrast, the massive European and North American participation. Of course, this is a reflection of what also happens in terms of the delegations attending IFLA annual congresses (see FERREIRA & WEBER, 2019), the characteristics of IFLA Members according to IFLA annual reports, and especially the profile of member representatives, IFLA Standing Committees (see FERREIRA & TOFOLLI, 2019).

Joining IFLA's highest governing body requires knowledge of both the area and the structure of the federation and experience in various congresses and Standing Committees. But most importantly, it requires an extensive and consolidated network, specifically among voters.

Thus, the IFLA strategy started 40 years ago with the creation of the Regional Activities Division and, subsequently, the inclusion of all Division Chairs as GB members, proved to be important for all the regions. However, it still does not open doors to developing countries and to generate a balance between all the regions among their members. Still, there are many more members from developed countries, especially from Europe and North America.

Considering the fundamental importance of IFLA worldwide, but especially for developing countries with libraries still under construction and their community of professionals undergoing building capacity, it is important for the GB to formalize new policies for inclusion, motivation and reception of its communities; discuss more innovative models that support the presence and participation of representative leaders of these countries, starting with clear guidelines on the composition of standing committees, precise guidelines of strategies and expectations in the election, and especially specific leadership formation policies in the various regions of Division V.

On the other hand, Division V's own Sections may also design action strategies to identify leaders in their respective countries who may form IFLA teams, strengthen library associations and schools to increase IFLA membership; plan far-reaching activities with their professionals, seek commitment from existing IFLA partners and act hard towards getting new members

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