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REPORT BY THE DIRECTOR-GENERAL ON A DRAFT STRATEGIC PLAN FOR THE INFORMATION FOR ALL PROGRAMME (IFAP) AS REVISED BY THE INTERGOVERNMENTAL COUNCIL FOR IFAP

SUMMARY

The Executive Board requested the Director-General to present to it at its 179th session a results-based Strategic Plan for the Information for All Programme (177 EX/Decision 26). A draft was prepared by the Bureau of the Intergovernmental Council for the Information for All Programme (IFAP) and was presented to the fifth session of the IFAP Council that was held in Paris from 2 to 4 April 2008.

At the 179th session of the Executive Board, the Director-General presented a report on the preparation of the Strategic Plan and the draft Strategic Plan itself (179 EX/14 and Add.). The Board Members took note of the results of the fifth session of the IFAP Council, contained in document 179 EX/14 Add., and invited the Director-General to submit to the Executive Board for its consideration at the 180th session a draft Strategic Plan, as revised and proposed by the IFAP Council.

In accordance with 179 EX/Decision 14, this report, together with the revised Strategic Plan (Annex), is submitted to the Executive Board for comments and endorsement.

This document contains financial and administrative implications: see paragraphs 5 to 7.

Action expected of the Executive Board: proposed decision in paragraph 8.

Background

1. The Information for All Programme (IFAP) was established by the Executive Board in 2000 (160 EX/Decision 3.6.1) to provide a framework for international cooperation and partnerships in “building an information society for all”. An Intergovernmental Council comprising 26 Member States was elected to guide the Programme in its planning and implementation.

2. An external evaluation of IFAP that was carried out in 2006 recognized that IFAP is “a cornerstone for UNESCO and the multilateral system in addressing the issues of the twenty-first century arising from the emerging ICT”. The Director-General presented to the Executive Board at its 177th session a report on the evaluation of the IFAP, together with his recommendations responding to the findings of this evaluation. The evaluation underlined that IFAP “requires greater clarity, consistency and focus with more clearly identifiable outcomes”. It concluded that “the mission, goals, objectives and activities set at the time IFAP was established are unachievable with the current funding levels”. However, it also concluded that IFAP had achieved only limited success and challenged whether the intergovernmental nature of the Programme was the most relevant in the post-World Summit on the Information Society (WSIS) multistakeholder era. The evaluators also recommended that IFAP prepare a strategic plan to clarify its role and its estimated contribution to the achievement of the goals defined by its mandate.

Preparation of the Strategic Plan

3. The preparation of the Strategic Plan was initiated at the 13th meeting of the Bureau of the IFAP Council, held in September 2007. The results of this consultation were integrated into a draft Strategic Plan, which was circulated to Council members as well as other IFAP stakeholders at the beginning of February 2008. The draft Strategic Plan was subsequently examined by the Council at its fifth session in April 2008. The Council meeting considered that there were some areas of the draft Strategic Plan which required expansion and explanation. These areas included the need to improve the effectiveness and efficiency of IFAP and its Council, the functioning of IFAP and the role of its governing bodies, as well as the financial implications and the funding sources to match the activities outlined in the Plan.

4. After the decision by the Executive Board requesting that a revised version of the Plan be submitted at its 180th session, the Bureau of the IFAP Council proceeded with another consultation process that included all IFAP Council members and a public consultation of all concerned stakeholders and partners of IFAP. The IFAP Council then finalized and adopted the Strategic Plan (see Annex) in light of the comments and observations received.

Comments by the Director-General, including on financial and administrative implications

5. The Director-General agrees with the objectives and priorities proposed in the Strategic Plan, as revised by the IFAP Council. The orientations included in the Plan correspond to the priorities of document 34 C/4 and reflect several aspects contained in the approved document 34 C/5. Focusing on providing assistance to Member States in the formulation and consolidation of national information policy frameworks is considered to be a particularly pertinent approach for capacity-building and ensuring greater benefit for Member States from this Programme.

6. The Director-General also agrees with the clarifications made as concerns the respective roles and responsibilities of IFAP bodies. He considers that the expected increase in human and financial resources for IFAP would have to be achieved through fundraising and voluntary contributions by Member States to the IFAP Special Fund and by building partnerships with the private sector. The Director-General therefore agrees with the request made by the IFAP Council to Member States and other stakeholders to contribute extrabudgetary funds to IFAP, and supports the proposal in the Plan for more effective engagement of IFAP Bureau and Council members, as well as of IFAP National Committees, in fundraising activities.

7. As stated in the proposed Plan, the current level of administrative support “is not adequate to the work that must be undertaken by IFAP, *inter alia*, in the area of fundraising to finance its activities” and thus, additional human and financial resources are clearly necessary. In the light of the proposed provisional timetable of activities for 2008-2009 in the Plan and the more extensive programme of activities outlined for the remaining four years, noting that mobilizing funding is also resource-intensive, and taking into account the current level of resources allocated to IFAP in document 34 C/5, the Director-General considers that the Executive Board should take into consideration in its deliberations the short- and long-term financial implications of the proposed Strategic Plan and its sourcing.

Action expected of the Executive Board

8. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling 179 EX/Decision 14,
2. Having examined the report of the Director-General and the draft Strategic Plan of the Information for All Programme contained in document 180 EX/15,
3. Expresses appreciation to the Bureau of the Intergovernmental Council for the Information for All Programme, to the members of the IFAP Council and to the stakeholders who have contributed to the preparation of this Strategic Plan for IFAP for the period 2008-2013;
4. Confirms its strong commitment to the global goal of information for all;
5. Stresses that the outcome documents of the World Summit on the Information Society (WSIS) should constitute the framework for the future strategic orientations of the Information for All Programme;
6. Recognizes the potential of the proposed Strategic Plan to contribute to the implementation of WSIS Action Lines and to the attainment of the objectives of the Medium-Term Strategy 2008-2013 (34 C/4);
7. Endorses the Strategic Plan for IFAP with the proposed objectives and expected outcomes for the period 2008-2013 and takes note of information for development, information literacy, information preservation, information ethics and information accessibility as the five specific priorities of the Programme;
8. Recalls 33 C/Resolution 57, adopted at the 33rd session of the General Conference, on Strengthening of the Special Fund for the Information for All Programme and urges again Member States to continue to contribute to the IFAP Special Fund;
9. Requests the Director-General to take appropriate measures in order to facilitate together with the IFAP Council members the fundraising process for the IFAP Special Fund, both from Member States and from private sector donors;
10. Requests the Director-General to report back from time to time to the Executive Board on the achievements of the Information for All Programme.



United Nations
Educational, Scientific and
Cultural Organization

Information
for All
Programme

Strategic Plan (2008-2013)

This Plan has been prepared by the Bureau of the Intergovernmental Council of the Information for All Programme, based on the results of the Council's fifth session in April 2008. Following an online consultation, it will be adopted by the IFAP Council for submission to the Executive Board of UNESCO.

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EXECUTIVE SUMMARY

The present Strategic Plan results from a prolonged process of debate and consultation within the Information for All Programme (IFAP), as well as from the results of a public consultation on a previous version. As a consequence, it has been fundamentally redrafted and adjusted in scope. It has been divided – as regards planned activities – into two parts:

- one dealing with the remainder of the current biennium;
- and another, dealing with the years 2010-2013, presenting general areas in which activities will be continued, or launched, to be developed in specific plans for each successive biennium.

In line with UNESCO's decision to concentrate on "upstream policy work", IFAP will concentrate in the present biennium on assisting Member States with the formulation of national information policy frameworks, complemented by more detailed policy orientations in five priority areas – information for development, information literacy, information preservation, information ethics and information accessibility, resulting from the work of multistakeholder Working Groups.

This area of activity will produce "Information/Knowledge Policy and Strategy Templates"; maintenance of an online Information Society Observatory; publication of annual *Information Society Policies. Annual Report*; and the creation of a pool of acknowledged experts, who, at the invitation of interested governments, could, acting within UNESCO's mandate, provide advice on updating or extending existing policy frameworks, or creating them anew, potentially in cooperation with IFAP National Committees.

Other areas of activity include: involvement in the international information society debate, project funding and contribution to the development of document 35 C/5.

The present Strategic Plan assigns specific tasks, duties and obligations to the IFAP bodies and their members, to ensure that they will all contribute effectively to the achievement of its goals.

1. INTRODUCTION

The Information for All Programme (IFAP) was established by UNESCO to provide a framework for international cooperation and partnerships in "**building an information society for all**". IFAP's focus is on ensuring that **all people have access to information they can use to enhance their lives**. An intergovernmental Council comprising 26 Member States was elected to guide the Programme in its planning and implementation. IFAP is part of UNESCO and serves to promote achievement of its goals.

UNESCO General Conference resolution 34 C/Resolution 48 for Major Programme V, contained in the Approved Programme and Budget 2008-2009 (34 C/5) authorizes the Director-General to "**assist in the formulation of national information policy frameworks, in particular within the framework of the Information for All Programme (IFAP)**". This will be the main focus of IFAP's activities in the remainder of the current biennium. In developing these frameworks, IFAP will take into consideration all the channels for gathering and distributing information.¹ Resulting from IFAP's work so far, and that envisaged for the entire planning period, these frameworks will be complemented by more detailed policy orientations in five priority areas – **information for**

¹ *Media Development Indicators: A Framework for Assessing Media Development*, adopted by the Intergovernmental Council of the International Programme for the Development of Communication at its 26th session in Paris in March 2008, and other standard-setting work undertaken by UNESCO, provide a very useful source of inspiration as concerns traditional media.

development, information literacy, information preservation, information ethics and information accessibility. This standard-setting policy-oriented approach and these foci of interest are the distinguishing features of IFAP.

The need for such policy frameworks is highlighted repeatedly in the WSIS outcome documents: the Geneva Declaration of Principles (paras. 43 and 62); the Geneva Plan of Action (para. 26 and D1); the Tunis Commitment (paras. 25, 27, 34 and 35), and the Tunis Agenda for the Information Society (paras. 85, 90 and 100). The latter document contains in paragraph 85 a direct appeal for the development of such frameworks:

“Taking into consideration the leading role of governments in partnership with other stakeholders in implementing the WSIS outcomes, including the Geneva Plan of Action, at the national level, we encourage those governments that have not yet done so to elaborate, as appropriate, comprehensive, forward-looking and sustainable national e-strategies, including ICT strategies and sectoral e-strategies as appropriate, as an integral part of national development plans and poverty reduction strategies, as soon as possible and before 2010.”

The choice of this focus for IFAP’s activities is fully in line with UNESCO’s decision to concentrate on “upstream policy work”. It concerns **wide-ranging issues of fundamental, indeed decisive importance for the comprehensive future development of UNESCO Member States** as they enter the information/knowledge societies. As shown by paragraph 90 of the Tunis Agenda for the Information Society, such information policy frameworks (also known as e-strategies, ICT policies, public strategies for the information society, etc.) concern every aspect of the human and the broader societal, democratic, cultural and economic dimensions of information access and use; aim ultimately at eliminating digital exclusion and digital and broadband divides; determine prospects for development, growth and raising living standards; and serve to provide access to and the ability to use information. Access to information is fundamental to all aspects of our lives: prospects for it depend in part on creating an enabling environment for free and independent sources of information, and on the widespread availability of ICTs, production of local digital content, and developing the capacity to use them.

IFAP and UNESCO in general are uniquely positioned to extend such policy frameworks beyond the technical issues of **infrastructure** (with which many other international organizations concern themselves) into the societal, democratic, cultural and human rights dimensions of the **infostructure**. ICTs enable enhanced exercise of human rights and this is one of the main goals of information society development. Among human rights, that to **freedom of expression and information** enjoys an especially prominent place among the goals that IFAP seeks to pursue.

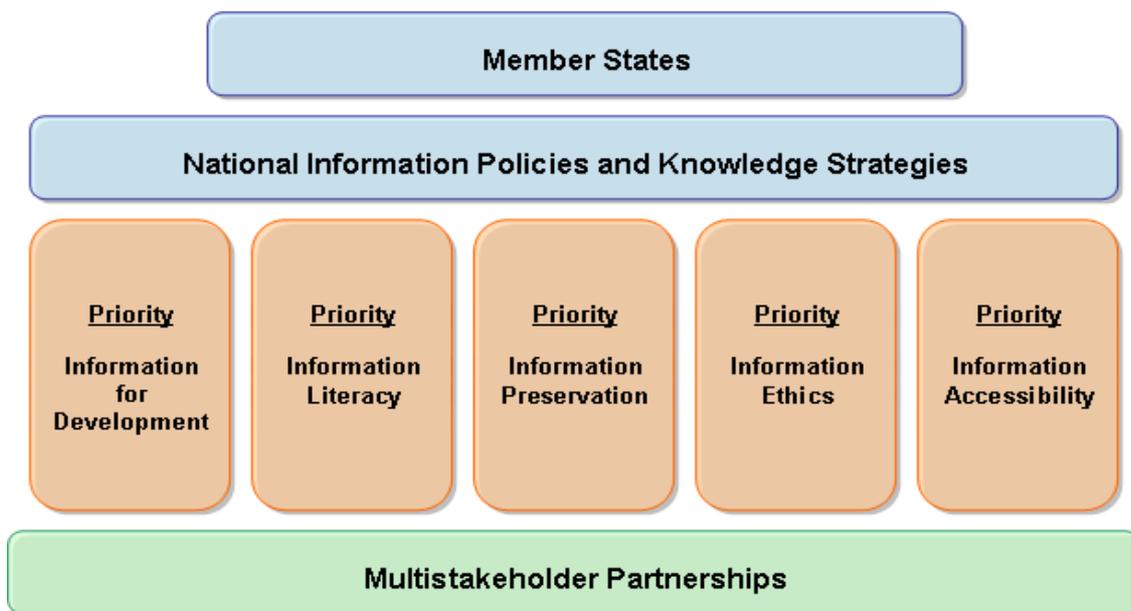
Prospects for the effective operation of IFAP, and the delivery of expected results, depend, as the UNESCO Executive Board stated in 2001, on “**the allocation of the appropriate resources by the General Conference and of extrabudgetary resources**”. The allocation for 2008-2009 of an administrative budget of US \$240,000 (with practically no funds for activities) is woefully inadequate and jeopardizes both the achievement of IFAP’s goals and especially the much-needed enhancement of its effectiveness and efficiency. IFAP is determined to show in this biennium that it can deliver results (though this is contingent on the availability of sufficient budgetary and extrabudgetary funds) that will justify higher allocations of resources in the future, allowing it more fully to deliver on its potential. With this in mind, the second part of this Strategic Plan presents a more extensive programme of activities envisaged for the remaining four years in the areas launched in the current biennium. In the meantime, Bureau and Council members will be asked to engage more effectively in fundraising activities.

2. IFAP ACTIVITIES

PART I: PLANS FOR 2008-2009

(i) ASSISTANCE IN THE FORMULATION AND CONSOLIDATION OF NATIONAL INFORMATION POLICY FRAMEWORKS

IFAP's general approach to the development of national information policy frameworks (their scope is spelled out, as already noted, in paragraph 90 of the Tunis Agenda for the Information Society) is illustrated by the figure below:



Some Member States already have an information policy framework in place, but it may require revision, extension or updating.² For many countries, the first challenge will be to help governments recognize this as a priority and get it on their agenda.

Activities in this area will produce the following outcomes:

1. **“Information/Knowledge Policy and Strategy Templates”** (separate, though partly overlapping, for developing and developed countries, as they need to be sensitive to the levels of development and other circumstances prevailing in both groups of countries and creating specific types of needs to be addressed in policy frameworks). These will partly draw on existing Member State and multistakeholder partners' resources and expertise (where such policies exist), but will also develop new resources (provisionally entitled “Suggested Framework, Guideline and Methodology for Planning and Executing Information Society Policy”) for Member States. These templates will be developed by an expert consultant in line with Terms of Reference adopted by the IFAP Intergovernmental Council and under its control, and will require the Council's approval;
2. Maintenance of an online **Information Society Observatory** (building on the one that was started some years ago by UNESCO), continuously updated with new, relevant strategic

² As shown by the ITU's 2008 Report on the World Summit on the Information Society Stocktaking, existing plans are not always truly comprehensive and in many cases focus only on specific elements (such as ICT development, e-governance, digitalization, etc.) of a much broader programme of action needed to develop the information society and provide information for all.

documents, events, books and experiences, annotations and links, following the development of the field; with information provided in part by members of the IFAP Intergovernmental Council, Bureau, and by IFAP National Committees;

3. **Information Society Policies. Annual Report:** a selection of best practices, fresh approaches and experiences, as well as patterns of different practices, in all relevant fields, derived from data and documents collected for the Information Society Observatory and from IFAP National Committee reports, addressed to policy-makers and all other stakeholders;³
4. **Expert pool:** a group of acknowledged experts who, at the invitation of interested governments, could, acting within UNESCO's mandate, provide advice on updating or extending existing policy frameworks (in line with the templates and other policy advice developed by IFAP), or creating them anew, research, controlling, auditing, benchmarking, planning and other activities, whether on general (full strategy) or specific (sub-programmes, action-oriented) levels, potentially in cooperation with IFAP National Committees. The Council could ask Member States and UNESCO National Commissions to propose names of such experts.

The general templates will be complemented by the work of multistakeholder **Working Groups** (primarily operating online), dealing with the five priority areas identified in the figure above. Plans for the remainder of the present biennium call for the establishment of at least three Working Groups: **Information for Development, Information Literacy and Information Preservation**. They will operate in line with Terms of Reference approved by the Intergovernmental Council. IFAP Council members will be invited to join these groups, or to designate experts to them.

In addition to activities serving to promote their intrinsic objectives, they will flesh out information policy frameworks with more detailed policy orientations in their fields. For example, plans for the Information Literacy Working Group involve "**Objective 1: Raising awareness of the importance of Information Literacy and related policies**". This will involve encouraging UNESCO Member States to develop and update policies for information literacy through seminars and meetings of policy makers in the library and information field. Planned deliverables include a document showing the status of best practices in information literacy policies in selected countries.

Other Working Groups will contribute to the development of policy frameworks *inter alia* by drawing on work already completed. In the case of the Information Preservation Working Group, this includes the *UNESCO Charter on the Preservation of Digital Heritage*, 2003, and *Guidelines for the Preservation of Digital Heritage*, 2003.

(ii) INVOLVEMENT IN THE INFORMATION SOCIETY DEBATE

In order to increase visibility, outreach and impact of IFAP (as part of UNESCO), the Intergovernmental Council decided to promote enhanced participation of the Programme in the post-WSIS international information society debate. Several Council members made a significant contribution to multistakeholder consultation meetings for the implementation of the WSIS Action Lines in Geneva in May 2008: C1, C3, C8, C9, C10 and C11.

In addition to the various activities organized by UNESCO for the Internet Governance Forum in Hyderabad, India, in December 2008, IFAP will be a co-sponsor, together with the Council of Europe and the United Nations Department of Economic and Social Affairs of a joint workshop on:

³ An informal working party created within the IFAP Bureau to develop preliminary ideas on these activities, stated in its report: "Given the synergistic nature of these tasks, it would be an advantage if items 1-3 could be commissioned from the same partner research institute (PRI). Once the Terms of Reference are adopted by the Council, the Chairperson, together with the informal Working Group and with the help of the Secretariat, could seek to identify the appropriate PRI for the next two years and negotiate terms."

“Beyond universal access – the public service value of the Internet as a goal of national information policy”.

Implementation of this line of action will depend on the resources that may be mobilized by IFAP and by Council members themselves.

(iii) PROJECT FUNDING

As at the beginning of this planning period (2008) the IFAP Special Account has a balance of some \$28,000 of uncommitted funds. It is proposed that an allocation be made from the Regular Budget each biennium to assist with direct fundraising initiatives through the IFAP Special Account and in developing joint initiatives with private partners. Every effort should be made to raise funds from extrabudgetary global resources towards IFAP initiatives. This should be achieved through the development of new private sector joint initiatives, building on established relationships with global ICT companies and by developing new relationships.

In this context, special mention must be made of 33 C/Resolution 57, adopted by the General Conference at its 33rd session, on **Strengthening of the Special Fund for the Information for All Programme**. The General Conference urged Member States to continue to contribute to the IFAP Special Fund, noting the very high demand for assistance, especially from developing countries, to help establish partnerships with donors in the private sector, and to continue to support the establishment and growth of IFAP National Committees. The General Conference also invited the Director-General to take into account the need for ongoing support in fundraising for the IFAP Special Fund, both from Member States and from private sector donors. These efforts are indispensable for the achievement of IFAP’s objectives.

IFAP should continue to provide project funding for proponents of success stories illustrating the innovative use of information for development (“IFAP Success Stories”).

IFAP can also promote initiatives taken by National Commissions for UNESCO or IFAP National Committees, such as the effort taken in Poland to develop training schemes at various levels of advancement needed to obtain the “European Computer Driving Licence”, and to encourage the establishment of similar schemes in other countries. Another example could be the Czech Republic’s project “Basic PC and Internet Course in Africa”, to be conducted in Lusaka in November 2008.

(iv) CONTRIBUTION TO DIRECTOR-GENERAL’S CONSULTATIONS ON DOCUMENT 35 C/5

The Intergovernmental Council has decided, as indeed foreseen in document IFAP-2002/COUNCIL.I/3 presented to the Council by the Director-General, to make its contribution to the preparation of the draft Programme and Budget 2010-2011 (35 C/5) in the framework of the Director-General’s consultations. This will be done on the basis of a specific questionnaire that the IFAP Bureau sent out to Council members.

IFAP BODIES: THEIR ROLES AND RESPONSIBILITIES

IFAP Council and Bureau are provided for in the Programme’s Statutes (IFAP-2002/COUNCIL.I/Inf.3). They may hold virtual meetings, and do take decisions by means of online consultations, in order to use resources more effectively to fund activities. Additional efforts to lower the costs of their operation will involve exploring new ways for securing the funding for Council members’ travel and participation in the biannual Council meeting, having the biennial report in an electronic format only, etc.

Multistakeholder Working Groups are an indispensable feature of the Programme, needed, in addition to engaging in, and promoting, work in their fields, to flesh out policy frameworks with more detailed normative content and standards in their areas. IFAP National Committees (often forming part of UNESCO National Commissions), are an established element of many UNESCO mechanisms. In document 34 C/5, establishment or reinforcement of at least five IFAP National Committees is treated as a benchmark for the “International and national outreach of IFAP” (para. 05017). However, the fact that exactly half of IFAP’s budget is allocated to UNESCO field offices to support activities of National Committees requires analysis, particularly with respect to the effectiveness of the use of these funds. Depending on the results of this analysis, it may be necessary to reallocate some of these funds in the next biennia for other IFAP activities.

This Strategic Plan specifies many duties and obligations for IFAP bodies in the current biennium, and by extension also in future ones, requiring them to make an indispensable contribution to the implementation of IFAP’s goals.

(i) IFAP COUNCIL AND BUREAU

Given that the goal of IFAP is to provide standard-setting policy advice and guidance to UNESCO Member States, there is need for a specialized intergovernmental body, representing a broad cross-section of Member States and able to bring diversified experience and approaches to bear on IFAP’s activities, to assume responsibility for the results of this work. The Council, supported by the Bureau, will do so by:

- approving the terms of reference for the development of policy templates;
- reviewing, verifying and validating (or correcting) proposals or conclusions coming from consultants or other sources;
- approving terms of reference for working groups; selecting experts for the “expert pool”.

The Council also performs a standard-setting role by endorsing guidelines, recommendations, and other instruments, including those developed by partners (e.g. *Library Manifestos* developed by UNESCO and IFLA), and submitting them to the General Conference for consideration. The IFAP Council resolved to contribute to the development of the Programme and Budget for 2010-2011 (35 C/5) in the context of the Director-General’s consultations. The Council and its members will seek to play a more active role in **UNESCO planning** (C/4 and C/5) to recommend future strategies and programmes in order to prioritize information-related issues that UNESCO could address.

Council members maintain constant dialogue with the Bureau and among themselves and, together with Bureau members, should:

- contribute to all IFAP activities by **supporting all fundraising efforts** for the implementation of the Information for All Programme;⁴
- actively promote the establishment or development of IFAP National Committees in their countries and participate in their activities;
- provide a **regional focal point** for IFAP National Committees, including consultation and communications; joining IFAP Working Groups or identifying **country experts** to participate in them;

⁴ For example, a National Commission for UNESCO noted in its comments on the draft Strategic Plan that “after identification of specific actions, Council members could help the Secretariat to find potential financial partners”.

- **actively participate** in international, regional and national information society events,⁵ especially those organized by UNESCO.

At its fifth session in April 2008, the Council resolved “to consider the future modalities of its operation at the sixth session in Paris in 2010”.

The core function of the Bureau is to support the work of the Council, including planning meetings and following up on decisions. The Bureau will continue to publish an online report, **IFAP Agenda** and special **IFAP Briefs** to advise and sensitize Member States, the Executive Board and the Director-General on matters of importance to the Programme. Bureau member responsibilities include involvement in, or liaising with, a Working Group, to ensure successful operation and delivery of results; liaising with IFAP Committees in their regions to promote their growth and successful operation.

(ii) IFAP WORKING GROUPS

At its fifth session, the IFAP Council decided to set up Working Groups to deal with each of the five priorities: **information for development, information literacy, information preservation, information ethics and information accessibility** – to undertake activities in each of those fields, and to supplement information policy templates with specific policy orientations in the particular field. IFAP Council members will be invited to join these groups, or to designate experts to them.

(iii) IFAP NATIONAL COMMITTEES

Activities that National Committees should undertake include:

- contribution to the implementation of IFAP’s information policy templates, adjusted to the needs and circumstances of their countries;
- creating multistakeholder forums (with the involvement of government officials, private sector, NGOs and academia) for an ongoing debate on national information and knowledge policies and strategies, their development and implementation;
- convening multistakeholder thematic discussions on IFAP priority areas, e.g. information literacy, information ethics, etc. (using IFAP reports as discussion starters);
- engaging in a constant dialogue with government agencies and other stakeholders on the development and implementation of information and knowledge policies and strategies; facilitating (or just engaging in) high-level collaboration among government agencies to help develop national information policies;
- participating in the IFAP Working Groups;
- securing funding support for IFAP projects;
- helping establish partnerships with civil society and private sector organizations;
- identifying local (national or regional) projects that would help to raise IFAP visibility;

⁵ As one example, in May 2008, Mr Laszlo Karvalics (Hungary), an IFAP Bureau member, presented the goals and strategic plan of IFAP at a grass-roots networking meeting of the International Telecentre Strategy Planning Conference. The European Union of Telecottage Associations (EUTA) and the Telecentres of the Americas Partnership (TAP), held a telecentre community-based strategy planning meeting of telecentre specialists and partners in Hungary, and also formally launched a Global Telecentre Alliance, as a scientific support to the Global Telecentre Movement.

- providing information and data for inclusion in the online Information Society Observatory;
- maintain relations and cooperation with UNESCO field offices.

In the autumn of 2008, the Bureau will launch a campaign to strengthen and reinvigorate National Committees and to assign tasks to them, helping to contribute to the attainment of IFAP's goals.

PART II: PLANS FOR 2010-2013

As already noted, in 2009-2013 IFAP will continue work (within the general framework of UNESCO's Medium-Term Strategy for 2008-2013 (34 C/4)) launched in the present biennium, in addition to embarking any new initiatives, and hopes to be able to undertake a more extensive programme of activities in these areas, as resources from the regular programme and budget (which should be increased) and from extrabudgetary sources allow. Council members and IFAP National Committees have a special role to play in raising funds from this second source.

Specific plans for the implementation of plans for 2009-2013 and the assignment of tasks to IFAP bodies will be formulated in plans for the particular biennia.

The specific contribution of IFAP in the areas listed below will be the ability to approach each of these issues in the broader context of an information policy framework, to show the interconnections between them, and to demonstrate how policy-oriented and practical work in each area contributes to the general goal of developing information/knowledge societies.

(i) INFORMATION FOR DEVELOPMENT

One of the challenges facing the Information for All Programme is to explain to governments and communities the value of information in addressing development issues. The objectives in the United Nations Millennium Declaration link the development and eradication of poverty to good governance and transparency. The central underlying issue is the need to stress not only the importance of access to information, but also the relevance and usefulness of the information.

Access to digital technologies provides new opportunities for development; the global ICT4D movement is a strong advocate. UNESCO can play a special role at the intergovernmental level by encouraging governments to continue to advocate for the Internet to remain as an open platform that does not discriminate between rich and poor users.

The value of developing human capacity and in providing access to information and knowledge for development is well recognized, but more effort is required to explain and demonstrate the benefits of investing in these resources. This ties in closely with the issue of information accessibility (see below), as a crucial prerequisite of the ability to harness information for development purposes.

Activities could include:

- contributing to the body of knowledge on the importance of information in development, exchange of good practices;
- efforts to mainstream information policy into development policy;
- promoting freedom of information and access to public information as key to the role of information in development and good governance;
- supporting with project funding innovative uses of information for development;

- collaborating with the International Programme for the Development of Communication (IPDC) to build on the media infrastructure they support;
- supporting good records management in governments in collaboration with UNDP;
- managing and promoting an online platform for sharing success stories.

(ii) INFORMATION LITERACY

Information literacy⁶ empowers people in all walks of life to seek, evaluate, use and create information effectively to achieve their personal, social, occupational and educational goals. It is a basic human right in a digital world and promotes social inclusion in all nations.⁷ Closely linked are the other two related literacies in a digital world – computer literacy (ICT skills) and media literacy (understanding of various kinds of mediums and formats by which information is transmitted).

As already noted, plans for the Information Literacy Working Group call for raising awareness of the importance of information literacy and related policies. Other objectives of this proposed Working Group are: “Developing skills and capabilities in information literacy” and “Assessing and documenting global capabilities for information literacy” (including testing of the information literacy indicators proposed in an IFAP publication *Towards Information Literacy Indicators* in selected UNESCO Member States).

Other activities could include:

- promoting the IFAP publication *Understanding Information Literacy: A Primer*;
- pursuing with UIS and the multistakeholder “Partnership on Measuring ICT for Development” the development and implementation of information literacy indicators drawing on the IFAP publication *Towards Information Literacy Indicators*;
- supporting with project funding the development of human capabilities (capacity-building) in accessing, discerning, critiquing, using and creating information (information literacy) and participation in the “e-world” (digital literacy);
- promoting the inclusion of the new literacies into national education curricula.

(iii) INFORMATION PRESERVATION

In a world increasingly being shaped by digital technologies, the traditional guardian institutions (libraries, archives and museums) are challenged to keep pace with the rapid growth in information. They also face a new challenge – as technology advances the stability and lifespan of documents is considerably decreasing. If nothing is done, many important documents in electronic format will not survive or will become completely inaccessible within a very short time. The result will be a permanent loss to the collective memory of humankind. This challenge needs to be tackled urgently and the costs of preserving digital information should not be underestimated – these far exceed the preservation costs experienced to date with five millennia of traditional documents.

⁶ A National Commission for UNESCO noted in its comments on the draft Strategic Plan that information literacy should not be dealt with separately from ICTs and media education, and these three “literacies” should come under a common name “media literacy”.

⁷ Alexandria Proclamation “Beacons of the Information Society”, High-Level Colloquium on Information Literacy and Lifelong Learning, Bibliotheca Alexandria, Egypt, November 2005.

Digital preservation also contributes to at least two other IFAP priorities – information for development and open and multilingual access to information. Digital technologies open up access to information and knowledge in democratic dimensions that have never been experienced before.

This priority area will be predominantly executed by strengthening the underlying principles and concepts of the Memory of the World Programme, beyond its registers, which serve as catalysts to alert decision-makers, and the public at large.

Activities should include:

- promoting the preservation of documentary heritage;
- supporting the development of preservation standards and management tools
- strengthening the capacity of librarians and archivists to respond to the challenges of digitization of analogue materials and the preservation of digital materials (drawing on collaboration with private sector partners to address the technical and cost challenges of digital storage);
- collaborating with international NGOs, especially the International Federation of Library Associations, the International Council on Archives, the International Association of Sound and Audiovisual Archives, and the Coordinating Council of Audiovisual Archive Associations, to increase Member States' awareness of the importance of information preservation.

In this context, mention should also be made of the proposal by Mr Laszlo Karvalics, IFAP Bureau member from Hungary, for the establishment of an audiovisual heritage restoration and digitization centre (ARRADIC), financed by private companies, for the restoration and digitization of physically "injured" audiovisual materials (old movie films, early amateur motion pictures, early television documentaries and a great number of other rare and special materials – a total of 2.2 billion meters of 35mm nitro-celluloid movie films). As the centre is conceived, Member States and cultural institutions could apply for service time instead of money. The results – the restored and digitized materials – would be accessible to all interested parties. Hungary is ready to host this future service centre, under UNESCO's auspices. This proposal is certainly worth exploring.

(iv) INFORMATION ETHICS

The international debate on information ethics (info-ethics) addresses the ethical, legal and societal aspects of the applications of information and communication technologies (ICTs). Ethical principles for knowledge societies derive from the Universal Declaration of Human Rights and include the right to freedom of expression, universal access to information, particularly that which is in the public domain, the right to education, the right to privacy and the right to participate in cultural life. One of the most challenging ethical issues is the inequity of access to ICTs between countries, and between urban and rural communities within countries.

Activities could include:

- promotion of the outcomes of four regional conferences on information ethics, following up of the declarations and recommendations resulting from these meetings and taking the reflection further;
- promoting freedom of access to official information and development and promotion of governmental public domain information (see also below under information accessibility);

- promoting the use of the IFAP publication on the *Ethical Implications of Emerging Technologies: A Survey*;
- integrating information ethics into the mainstream discussions on ethics;
- training on information ethics and e-government.

(v) INFORMATION ACCESSIBILITY

The new economic and technological environment raises concerns about the erosion of access to certain information and knowledge that has been freely shared in the past, for example to facilitate scientific research and education. At the same time, developments such as the Internet create an unprecedented opportunity for sharing information as well as promoting linguistic diversity and preserving languages that would otherwise become extinct. IFAP's vision is for all Member States to develop a digital content strategy to encourage the development of the information public domain, the creation of new content. While many thousands of the world's languages are still absent from Internet content, the provision of digital connectivity to all people will allow communities to create their own content in their own languages.

In 2003, UNESCO adopted the Recommendation concerning the Promotion and Use of Multilingualism and Universal Access to Cyberspace promoting multilingualism and an equitable balance between the interests of information rights-holders and the public interest. Subsequently, UNESCO has endorsed global efforts related to Free and Open Source Software (FOSS), Open Educational Resources (OER), and has responded with several projects to promote multilingualism in cyberspace, as well as the use of ICTs for more equitable access to information, including for people with disabilities. Mention should also be made in this context of the Policy Guidelines for the Development and Promotion of Governmental Public Domain Information, adopted by UNESCO in 2004.

Activities could include:

- working with governments at both the country level and in international forums to advocate for an **open platform Internet**;
- promoting and developing the information public domain and making it accessible digitally;
- promoting a better understanding of open and multilingual access to information through **thematic debates and regional campaigns**;
- supporting the development of **guidelines and toolkits** for national policy on open and multilingual access to information;
- sustaining and promoting UNESCO's **Free and Open Source Software (FOSS) portal**, and building capacity in the use of FOSS;
- sustaining and promoting UNESCO's **open training platform**, which provides collaborative access to existing free training courses and promotes open licensed resources to specialized groups and local communities for development;
- supporting the creation of **linguistically and culturally diverse content** in cyberspace and offering possibilities for the preservation of endangered languages;
- promoting the development of digital resources accessible to **people with disabilities**;

- supporting the development of “open” **information processing tools**, interoperability standards, metadata, content ordering, interfaces to digital collections, search tools, preservation tools;
- promoting the development and use of **multilingual search tools** on the Internet;
- promoting the development and use of **automated language translation tools**.

3. RESOURCE REQUIREMENTS

As stated by the Executive Board, the delivery of IFAP goals and objectives depends on the human and financial resources allocated to it.

The budget, as allocated for 2008-2009, is presented in the following table.

	2008-2009
Council meeting	\$72,000
Other activities (visibility, collaboration with partners, project funding, Bureau meetings, etc.)	\$48,000
Support for National Committees (decentralized funds)	\$120,000
Administrative support	<ul style="list-style-type: none"> • 0.25 FTE* professional staff • 0.15 FTE secretarial
Total – Regular budget allocation per biennium	\$240,000

*FTE = full-time equivalent

It is important to understand that this budget is largely an administrative one. The resources to implement most of the ideas suggested in this Plan must come from either UNESCO’s regular programme and budget or from extrabudgetary resources. Again mention should be made of the resolution taken by the 33rd session of the UNESCO General Conference on **Strengthening of the Special Fund for the Information for All Programme**. Actions listed there are indispensable for IFAP’s ability to deliver on its objectives. Considering the limited resources allocated to IFAP in document 34 C/5, there is need for a fundraising plan with a realistic funding target, to be implemented on the basis of this resolution.

The human resources currently assigned to the IFAP Secretariat include 25% of a Professional staff (P-4) and 25% of a secretarial assistant (G-6). This level of administrative support is not adequate to the work that must be undertaken by IFAP, *inter alia*, in the area of fundraising to finance its activities. As they gather momentum in the next biennium, document 35 C/5 should provide for a higher budget and staff to support IFAP’s activities. Otherwise, IFAP’s ability to achieve practical results on a scale commensurate with its goals will be severely constrained.

IFAP Council members believe that bridges should be encouraged between the regular programme activities and IFAP since they are working on a number of common issues. In that context, funds and staff costs from the regular programme should flow more freely to support IFAP activities, as this should be seen as contributing to the delivery of UNESCO’s overall objectives, as specified in the regular programme and budget.

STATUTORY MEETINGS

The Council Statutes require all members, except those from the least developed countries, to fund all their own costs of participation in Council, Bureau and Working Group meetings. The cost of organizing one Council meeting and three Bureau meetings, including translation and interpretation services, requires \$120,000 per biennium. Working Groups will have to be organized (in cooperation with other stakeholders) in a way that minimizes their costs of operation.

VISIBILITY

The minimum requirement is for the publication of a biennial report (as in 2006 and planned for 2008) and an information brochure about the Programme – the current “Living Information” brochure. Provision should be made to refresh the brochure every biennium and to publish the biennial report. A budget of \$30,000 per biennium is required.

COLLABORATION WITH PARTNERS

In line with the WSIS outcomes, this plan has a strong multistakeholder component. Stakeholders will be expected to meet their own costs in engaging in collaborative activity. A nominal provision of \$10,000 is required to cover expected travel costs of staff and, for the first two phases, Council members (e.g. Bureau) to participate in multistakeholder discussions and events.

NATIONAL COMMITTEES

In the 2008-2009 biennium, a total of \$120,000 has been allocated from the regular programme to UNESCO field offices to support activities of National Committees. In addition, IFAP National Committees would expect to receive some support from their National Commissions. The effectiveness of allocating regular programme funding through field offices should be evaluated.

WEB SUPPORT

Web support is costed as part of the CI Sector regular activities. As noted above, in order to achieve the goals of this plan, dedicated full-time professional staff is essential, irrespective of the number of physical meetings being held. Provision should also be made to increase the level of secretarial support.

4. PROVISIONAL TIMETABLE OF ACTIVITIES IN 2008-2009

	Areas of activity					
	Information policy templates	Information society observatory	Information society policy reports	Working Groups, National Committees	Information society debate	Contribution to document 35 C/5 preparation
2008, Q2					IFAP Council members participate in WSIS Action Line meetings	Questionnaire distributed to Council members
2008, Q3	Proposals for consultant's TOR, its adoption by Council			Development, public consultation, adoption of TORs for Working Groups; Launching of a campaign to activate National Committees		Submission of contribution to Director-General

2008, Q4	Commissioning of consultant	Commissioning an institute to run observatory		Launching 3 Working Groups	IGF workshop	
2009, Q1				Launching additional Working Groups		
2009, Q2	Preliminary report by consultant					
2009, Q3	Adoption of templates					
2009, Q4			First annual report			Contribution by Council members to General Conference
2010, Q1	Adoption of additions to templates developed by some WGs					

5. IFAP AND UNESCO

IFAP is part of UNESCO and contributes to the achievements of its goals. Support by the Communication and Information Sector, and specifically by the Information Society Division, are crucial to its operation. Conversely, IFAP can also provide a pool of expertise for use in the implementation of the regular programme, especially in areas of its specialization, where it has already produced valuable work (such as information literacy or ethics). This way, IFAP can provide added value in UNESCO activities.

Within UNESCO, all sectors have some engagement with one or more of the WSIS Action Lines, including Education, Natural Sciences, Social and Human Sciences, Culture, and Communication and Information. IFAP is capable of contributing to all the WSIS Action Lines facilitated by UNESCO. The **UNESCO Institute for Statistics** (UIS) will also have a special role to play in collaborating with IFAP in developing information literacy indicators and potentially information preservation indicators.

IFAP could also expect to contribute directly to the new intersectoral platforms identified in the Programme and Budget for 2008-2009 (34 C/5), especially platform 5 *Fostering ICT-enhanced learning*, platform 7 *Languages and multilingualism*.

Of special relevance to IFAP is the work of the **International Programme for the Development of Communication** (IPDC). The IPDC has a long history of providing practical on-the-ground support in developing media infrastructure and capacity. The results of this support contribute directly to the IFAP goal of ensuring that all people have access to facilities in their local communities for accessing information and knowledge. IPDC supported the early pilots for community multimedia centres (CMCs), linking the powerful reach of radio into local communities with the global world through the Internet. In many developing countries this model will continue to remain the most cost-effective way in which people can gain access to information.

6. MODALITIES OF COOPERATION WITH KEY PARTNERS

One of the most significant outcomes of the World Summit on the Information Society was the recognition that the path towards information and knowledge societies can only be shaped in a **multistakeholder collaborative environment**. For the Information for All Programme in

particular, strenuous efforts were made from the very beginning to integrate relevant stakeholder groups into IFAP meetings and other activities. This will continue.

The IFAP Council's decision to hold public consultations on the Strategic Plan and other documents adopted within IFAP (e.g. Terms of Reference of Working Groups) shows a determination to reach out to the general public and all stakeholders.

INTERGOVERNMENTAL ORGANIZATIONS

A number of United Nations agencies took an active part in the WSIS process and have been assigned specific roles as facilitators in the follow-up process. Pro-active representation from relevant organizations should also be sought in IFAP Working Groups.

INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS

A number of international professional stakeholder organizations that have a long history in working collaboratively with UNESCO. Some are now regular participants in IFAP meetings, both at the Council and the Bureau.

At IFAP Council meetings, representatives are allocated speaking time in accordance with the rules of the meeting, during which time they can provide advice or specific suggestions within their fields of expertise; at Bureau meetings, representatives are encouraged to freely engage with Bureau members and participate in thematic discussions. Representatives from these organizations also engage actively with specialists in the CI Sector on an ongoing basis. The CI Sector also provides funding for programme-specific initiatives that may be managed by the relevant international NGO.

All these relationships are expected to continue for the foreseeable future. In terms of strengthening these relationships, NGO partners have had the opportunity to contribute directly in the development of this Strategic Plan. Other specific suggestions for the library and archive professional associations are:

- participate in the annual dialogue of presidents of the audiovisual archive associations to share views and plans and identify specific collaborative opportunities;
- experts from professional associations are invited to engage with relevant IFAP Working Groups;
- a speaking slot is sought at each annual conference of the professional association for an IFAP representative;
- professional associations are consulted on the agenda for IFAP meetings (Council, Bureau and Thematic);
- representatives from each professional association are invited to give a brief informational presentation at each Council meeting;
- professional associations are given the right to bid for any UNESCO contract work within their fields of expertise.

PRIVATE SECTOR

The CI Sector has established a track record in building positive partnerships with a number of major global players in the private sector.

These relationships have evolved from the philanthropy donation era to new cooperation-type partnerships benefiting both UNESCO and the industry partner.

All partnerships are based on the following set of *critical success factors*:

- to ensure consistent internal and external communication flow on the partnership;
- to clearly define expectations and perceived added value for both partners.

Strategies for enhancing private sector partnerships during the next six years (2008-2013) include:

- the Information for All Programme should be promoted directly to private sector partners, with practical suggestions for engagement;
- companies with official high-level agreements with UNESCO should be invited as Observers to Council and Bureau meetings as well as all other related UNESCO-supported events;
- opportunities should be sought to develop ongoing joint IFAP-private sector initiatives.

7. LOOKING INTO THE FUTURE: IFAP AND SOME OTHER UNESCO ACTIVITIES IN THE COMMUNICATION AND INFORMATION SECTOR

As already noted, tumultuous change in media and ICTs requires consideration of the future of IFAP and the best way of harnessing UNESCO's potential to tackle challenges facing converging media, communication and information sectors.

With digitization and convergence, all traditional media are becoming transformed into "new media", i.e. digital, interactive, multimedia, available on demand, and integrating and enabling both interpersonal and mass communication. We are seeing the emergence of "networked communications" in a media system, that "offers two central nodes, one centred on low interactivity, where television rules, and another where the centre is the Internet, offering high interactivity. Those different media nodes are connected mainly through interpersonal media (although they can be used as mass media): mobile phones; email; iPods; etc."⁸

This general trend has been described as "mediatization of the Internet and internetization of the media."⁹

This process is prompting a change of policy frameworks and both substantive and institutional integration of previously separate policy areas. To look only for European examples (similar developments are happening elsewhere), the European Commission has described its approach in the following way: "A key element of the renewed Lisbon partnership for growth and jobs, i2010 will build towards an **integrated approach to information society and audiovisual media policies** in the EU."¹⁰ Similarly, the Council of Europe has renamed its Steering Committee on the Mass Media into the Steering Committee on the Media and New Communication Services, extending its terms of reference to "take account of technological, legal, political and economic changes which concern means of public communication, their operation and governance, in particular in the context of globalization and **the evolution of communication services in the information society**".

⁸ Gustavo Cardoso, *The Media in the Network Society: Browsing, News, Filters and Citizenship*, Lisbon, Portugal. CIES – Centre for Research and Studies in Sociology, 2006, p. 145.

⁹ Leopoldina Fortunati, *Mediatization of the Net and Internetization of the Mass Media*. *Gazette*, 2005, 67(1): 27-44.

¹⁰ European Commission. *i2010 – A European information society for growth and employment*, COM(2005) 229 final, Brussels, 2005: 3.

In many countries, convergence has prompted the integration of broadcasting and telecommunications regulatory bodies into convergent regulators, responsible for the regulation of broadcasting, telecommunications and new communication services, while preserving different policy objectives and regulatory orders for media content and media infrastructure. In addition to the United States of America and Canada, integrated regulators have been introduced *inter alia* in Australia, Bosnia and Herzegovina, Brazil, Ghana, China (Hong Kong), India, Iraq, Italy, Malaysia, South Africa and the United Kingdom. Plans to integrate broadcasting and telecommunications regulatory authorities are being considered in Nigeria, Thailand and the Republic of Korea.

The implications of this process should also be considered in the UNESCO context in terms of how the Communication and Information Sector is organized. This is a matter for the Director-General to address but increasing overlaps between the three current divisions – Information Society, Freedom of Expression and Communications Development – can already be observed.

This could also affect the future of the two intergovernmental councils supporting the work of the sector, IFAP and the IPDC. In recent years, consideration has been given to merging these two councils, but as recently as 2007, the external review of IFAP concluded that the missions were still sufficiently different to justify the retention of two separate councils. Nevertheless, with further convergence, this may change. In any case, every effort should be made for enhanced cooperation between these two programmes **and fuller support for their activities from all divisions in the CI Sector**. As already noted, the IPDC is adopting a stronger policy approach (as shown by the publication of *Media Development Indicators: A Framework for Assessing Media Development*). IFAP and the IPDC should enhance each other's work by seeking synergies in approaching the converging areas of the media and the ICTs.